



**CPD
Annual
Report
2025**



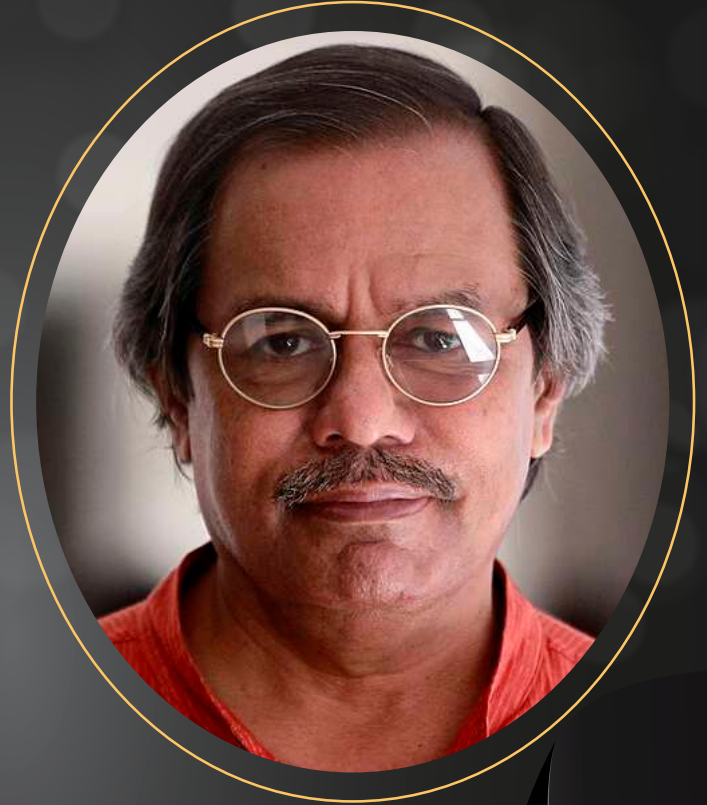
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Remembering the Two Guardians of CPD



Syed Manzur Elahi



Syed Manzoorul Islam

In 2025, CPD family mourned the passing of two Board members, Professor Syed Manzoorul Islam and Mr Syed Manzur Elahi. Professor Islam, Emeritus Professor of English at the University of Dhaka, was a revered academic and award-winning writer whose reflections on education and society enriched CPD's intellectual work. Mr Elahi, a business figure and former adviser to the Caretaker Government, provided counsel grounded in experience across industry, finance, and public service. Both were guardians of CPD's mission and strengthened our dialogues with wisdom and generosity. Their absence leaves a void. We extend heartfelt condolences to their families and honour their legacies.

MESSAGE FROM THE CHAIRMAN AND THE EXECUTIVE DIRECTOR



Professor Rehman Sobhan
Chairman
Centre for Policy Dialogue (CPD)



Dr Fahmida Khatun
Executive Director
Centre for Policy Dialogue (CPD)

The year 2025 was a defining moment for Bangladesh. Following the July uprising and the formation of the Interim Government (IG) in 2024, people's expectations for economic stability were high. While the IG took a few measures, economic pressures, including high inflation, vulnerabilities in the banking sector, and energy shortages, continued to weigh heavily on households and businesses.

Meanwhile, the country entered the final year before its scheduled graduation from Least Developed Country (LDC) status in November 2026 and began preparing for the national elections on 12 February 2026. These transitions, while challenging, are also expected to create opportunities and optimism for the economy. The realisation of these opportunities will depend on meaningful and sustained reforms across policy, regulatory, and institutional frameworks.

Committed to addressing emerging economic issues critical to Bangladesh's development, CPD researchers spent a significant amount of time this year working on reform measures required for various sectors of the economy. We have also scrutinised the government's progress on its economic reform commitments. Besides, we continued to work on emerging economic issues that are important for shaping Bangladesh's economy. This ranged from macroeconomic performance and national budget analysis to sector-specific issues. These analyses have been published by CPD in various formats.

Of the total 58 publications, one was a volume of conference proceedings, one was a working paper, one was a flagship Macroeconomic Performance Review, two were discussion papers, three were books, four were power and energy quarterly briefs, four were monthly issues of Bangladesh Macroeconomic Pulse, a new series launched in July 2025 under CPD's flagship IRBD programme, seven were briefing notes, 14 were research reports and 21 were policy briefs. We also organised 132 events, ranging from national and subnational dialogues, international roundtables and conferences, to expert consultations, media briefings, training workshops, young scholars' seminars and extensive field-level engagements across the country.

This year, we lost two CPD Board members: Professor Syed Manzoorul Islam, Emeritus Professor of English at the University of Dhaka, and Mr Syed Manzur Elahi, Founding Chairman of the Apex Group. We remember with profound gratitude their leadership, guidance, integrity, and enduring contributions to CPD, and we extend our heartfelt condolences to their families and colleagues. At the same time, CPD is pleased to welcome two new members to the CPD Board of Trustees: Mr Syed Nasim Manzur, Managing Director of Apex Footwear Limited, and Professor Sumaiya Khair, Department of Law, University of Dhaka. Their experience and counsel will be invaluable to CPD as it fulfils its goals.

CPD's achievements are made possible through the dedication, professionalism, and team spirit of its members. We gratefully acknowledge the guidance of the CPD Board of Trustees (BoT) in steering our work toward our mission. We also extend heartfelt appreciation to our colleagues across the Research, Dialogue, and Finance and Administration divisions for their tireless efforts in implementing CPD's ambitious agenda. We particularly recognise the leadership and contributions of Dr Khondoker Golam Moazzem, Research Director, and Mr M. Shafiqul Islam, Finance Director, in guiding the CPD team. We also express our sincere thanks to CPD's Distinguished Fellows—Dr Debapriya Bhattacharya, Professor Mustafizur Rahman, and Professor Rounaq Jahan—for their invaluable support and intellectual guidance. Inspired by the commitment of our colleagues and the goodwill of our partners, we look forward to continuing our pursuit of rigorous policy research and informed public dialogue in 2026. We thank our friends and supporters for their continued trust and encouragement, and we wish everyone a healthy, peaceful, and hopeful year ahead.

1. ADVANCING MACROECONOMIC REFORMS IN A TIME OF UNCERTAINTY

In 2025, Bangladesh's economy navigated a complex landscape defined by stubborn inflation and systemic fragility within the banking sector. With the dual pressures of an impending LDC graduation and a landmark electoral transition, the requirement for evidence-based policymaking was more critical than ever.

CPD met this challenge head-on, serving as a primary architect for fiscal and monetary course correction. Through our Independent Review of Bangladesh's Development (IRBD) and the newly inaugurated Bangladesh Macroeconomic Pulse, a flagship series launched in July 2025, CPD provided the rigorous scrutiny necessary to ensure that reform is not merely a technical exercise. CPD's objective remained steadfast: to ensure that macroeconomic adjustments facilitate equitable growth and protect the interests of ordinary citizens from being sidelined by institutional inertia.



CPD STEERED THE ECONOMIC COURSE THROUGH STRUCTURAL REFORMS

Bangladesh navigated a daunting economic landscape defined by soaring inflation, weak revenue mobilisation and a fragile banking sector. CPD acted as the nation's intellectual compass through its media briefing, '[Bangladesh Economy 2024-25: The Challenge of Meeting Expectations in Troubled Times](#)', held on 29 January 2025. CPD revealed a sobering fiscal reality: revenue collection had increased by only 3.7 per cent in the early months of FY2025, deepening dependence on domestic borrowing.

CPD proposed a clear recovery path, advocating for stronger tax compliance instead of regressive VAT increases, prioritisation of near-complete ADP projects, and direct farmer-to-market linkages to ease food inflation. It also called for reforms in the banking and energy sectors to restore confidence and support economic stability. The event received coverage in 22 English newspapers, 39 Bangla outlets and 27 online platforms.

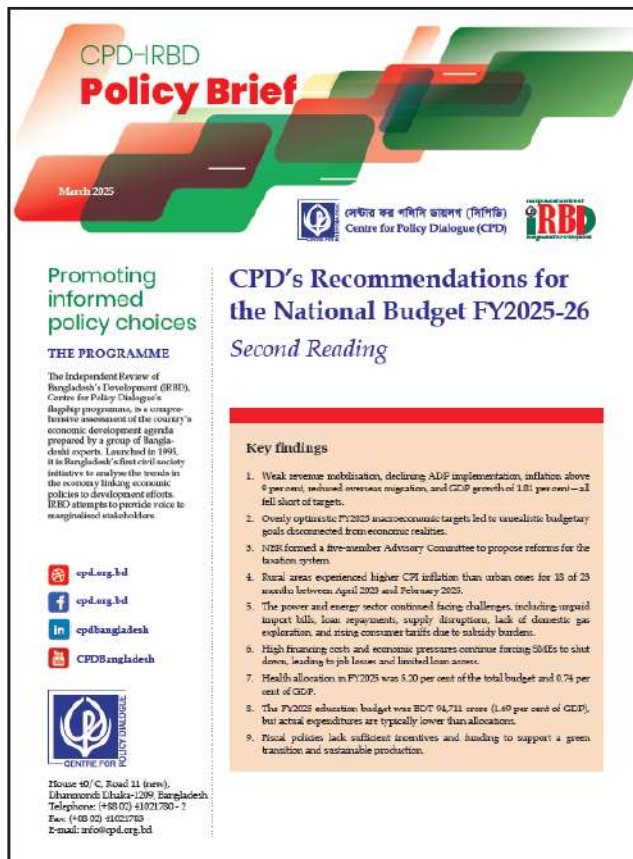


CPD ADVOCATED FOR PRAGMATIC FISCAL FRAMEWORKS TO ADDRESS REVENUE SHORTFALLS



Bangladesh's fiscal strategy faced a significant reality check as revenue mobilisation grew by only 4.4 per cent in the first half of FY2024-25, trailing far behind the 32.2 per cent target. During the media briefing titled '[Recommendations for the National Budget FY2025-26](#)' held on 16 March 2025, CPD warned that meeting annual goals would require an improbable 55.5 per cent growth in the remaining months. This intervention resonated nationwide, securing coverage in 16 English newspapers, 31 Bangla outlets, and 28 online platforms.

CPD urged the Interim Government to adopt a pragmatic fiscal framework and reform the National Board of Revenue to enhance compliance. Beyond technical adjustments, we advocated for increased social spending in health and education to protect the underprivileged from rising costs. CPD further recommended expanding food stocks and family card programmes to ensure food security during the transition. By integrating environmental sustainability into fiscal policy through green incentives, CPD ensured the national budget discourse remained focused on long-term resilience and equity.



To formalise these insights, CPD released a dedicated policy brief, [CPD's Recommendations for the National Budget FY2024-25: Second Reading](#), providing a comprehensive framework for addressing the country's mounting macroeconomic challenges.



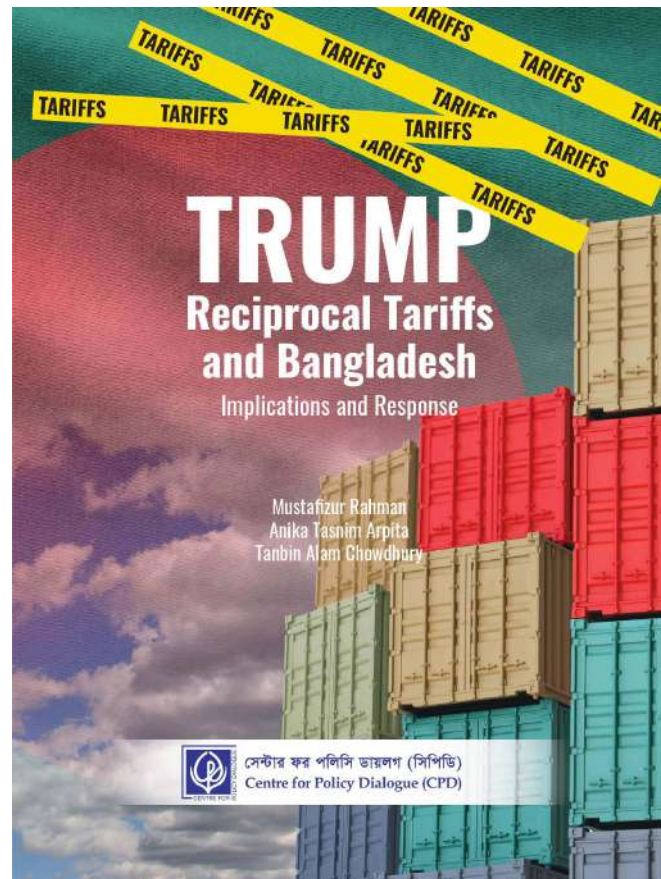
CPD ENGAGED YOUTH ON NATIONAL BUDGET PRIORITIES

CPD presented its national budget recommendations to the faculty members and students of North South University (NSU), creating a platform for informed discussion on Bangladesh's economic priorities and fiscal challenges. The session focused on engaging and educating young people on public finance, budgetary governance and policy reforms, while encouraging greater youth participation in national economic discourse. Through interactive discussions, students exchanged views on inflation, employment, taxation, social protection and development priorities, highlighting the importance of evidence-based policymaking and informed civic engagement among future leaders.

CPD STEERING BANGLADESH THROUGH GLOBAL TRADE VOLATILITY

Amidst shifting global trade dynamics, CPD addressed evolving US policies during the dialogue ‘[Trump Reciprocal Tariffs and Bangladesh: Implications and Response](#)’ on 17 April 2025. With US tariffs projected to rise, CPD advocated for a proactive yet cautious strategy, securing coverage in 15 English newspapers, 32 Bangla outlets, and 16 online platforms.

CPD urged the government to explore a Bilateral Free Trade Agreement to protect the garment sector while leveraging the existing TICFA to resolve non-tariff barriers. CPD recommended improving the domestic investment climate to attract US capital and diversifying partnerships across the EU and emerging markets. A [policy brief](#) and a [report](#) were prepared as outcomes of this event.



(From Left) Professor Mustafizur Rahman, Distinguished Fellow, CPD; Dr Mostafa Abid Khan, former Member of Bangladesh's Tariff and Trade Commission; Mr Md Mahub ur Rahman, CEO of HSBC Bangladesh; Dr Fahmida Khatun, Executive Director, CPD; Professor Rehman Sobhan, Founding Chairman of CPD; Mr Md Fazlul Hoque, Former President of BKMEA; Ms Taslima Akter Lima, President of Bangladesh Garments Sramik Sanghati and Mr Shams Mahmud, President of the Bangladesh–Thai Chamber of Commerce and Industry

CPD OUTLINED CORPORATE TAX REFORM AS ESSENTIAL FOR POST-LDC SUCCESS

As the November 2026 LDC graduation deadline approached, CPD highlighted the necessity of Corporate Income Tax (CIT) reform to bridge revenue gaps. During the media briefing '[Corporate Income Tax Reform for Graduating Bangladesh: The Justice Perspective](#)' on 21 April 2025, CPD reported that the CIT share of total tax revenue had dropped to 20 per cent by FY2024. This event, organised with Christian Aid, secured coverage in 19 English newspapers, 27 Bangla outlets, and 32 online platforms.

CPD pointed out that 82 per cent of surveyed businesses viewed the current tax system as unfair and inefficient. To resolve this, CPD recommended a gradual increase in tax rates for export-oriented sectors to 15 per cent alongside performance-based incentives for listed companies. By calling for full digitalisation and an expanded tax base, CPD continued to push for a fiscal framework that ensured stability and fairness during Bangladesh's transition to a developing country.



(From Left) Mr Tamim Ahmed, Senior Research Associate, CPD; Dr Khondaker Golam Moazzem, Research Director, CPD; Ms Nuzhat Jabin, Country Director, Christian Aid Bangladesh and Mr Mohammad Zahid Hossain FCA, Former Group Chief Financial Officer of Rahimafrooz Bangladesh Limited

CPD ADDRESSED DEEPENING VULNERABILITIES IN THE BANGLADESH ECONOMY



CPD researchers at the Budget media briefing, led by Dr Fahmida Khatun, Executive Director of CPD

During the media briefing '[State of the Bangladesh Economy in FY2024-25 \(Third Reading\)](#)' on 27 May 2025, CPD highlighted a critical surge in non-performing loans (NPLs), which nearly tripled to BDT 345,765 crores over two years. This flagship IRBD event generated extensive national discourse, receiving coverage in 17 English newspapers, 30 Bangla outlets, 37 online platforms, and 21 TV channels.

CPD warned that persistent inflation above 9 per cent, sluggish revenue growth of 5.3 per cent, and a deepening energy crisis posed severe threats to macroeconomic stability. To restore the banking sector's health, CPD urged the removal of political influence from bank boards and the enforcement of strict governance standards. Additionally, the briefing called for strengthening market oversight to break cartels and expanding social safety nets to protect citizens from rising costs. By advocating for domestic gas exploration and digital economy taxation, CPD provided a comprehensive roadmap for reform during a period of significant economic uncertainty.

CPD NOTED LACK OF HOLISTIC APPROACH IN PROPOSED BUDGET



CPD researchers at the Budget media briefing, led by Dr Fahmida Khatun, Executive Director of CPD

Following the presentation of the National Budget for FY2025–26, CPD held a media briefing titled '[CPD's Analysis of the National Budget FY2025-26](#)' on 3 June 2025. CPD observed that while the budget contained positive elements, it failed to address the country's complex economic challenges holistically. This analysis drew massive media attention, featuring in 12 English newspapers, 47 Bangla outlets, 53 online platforms, and 28 TV channels.

CPD characterised the macroeconomic targets, including a 5.5 per cent GDP growth and a sharp drop in inflation to 6.5 per cent, as overly optimistic given the prevailing economic climate. The analysis highlighted a BDT 35,000 crore reduction in the Annual Development Programme (ADP) allocation, which negatively impacted essential sectors such as health, education, and energy. CPD also pointed out that despite a marginal increase in the tax-free income threshold, the budget offered limited relief for low- and middle-income taxpayers.

CPD URGED MID-TERM REVIEW OF 'OVERLY AMBITIOUS' BUDGET

Continuing its rigorous scrutiny of fiscal policy, CPD hosted the '[CPD Budget Dialogue 2025](#)' on 22 June 2025. Labelling the proposed national budget for FY2025–26 as “structurally inconsistent,” CPD called for an urgent mid-term review to realign targets with economic realities. This high-level dialogue, featuring prominent political figures and industry leaders, was reported by 17 English newspapers, 25 Bangla outlets, 48 online platforms, and 14 TV channels.

CPD questioned the feasibility of the 5.5 per cent GDP growth target and the 8.9 per cent revenue growth goal, noting that these projections ignored persistent domestic constraints and high inflation. The analysis revealed that over 68 per cent of incremental public expenditure was directed toward non-programmatic areas, while real-term allocations for health, education, and agriculture stagnated. Furthermore, CPD warned that relying on bank borrowing for 46 per cent of the deficit could strain the already fragile banking sector.



(From Left) Ms Doulot Akter Mala, President, Economic Reporters Forum (ERF); Mr M. Masrur Reaz, Chairman, Policy Exchange of Bangladesh (PRI); Dr Fahmida Khatun, Executive Director, CPD; Mr Syed Abu Naser Bukhtear Ahmed, Chairman of Agrani Bank; Dr Hossain Zillur Rahman, Executive Chairman of the Power and Participation Research Centre (PPRC); Professor Mustafizur Rahman, Distinguished Fellow, CPD; Barrister Rumeen Farhana, Secretary, Assistant International Affairs, BNP; Mr Inamul Haq Khan, Senior Vice President, Bangladesh Garment Manufacturers and Exporters Association (BGMEA); Mr Showkat Aziz Russell, President of the Bangladesh Textile Mills Association (BTMA) and Mr Razequzzaman Ratan, President, Socialist Labour Front.

Thematic Policy Briefs

Budget priorities viewed through four critical lenses.

CPD-IRBD's policy briefs provide evidence-based analysis and actionable recommendations to strengthen resource allocation and drive inclusive, equitable, and sustainable development in Bangladesh.

02



Gender
Progress, pitfalls, and the path ahead.

04



Social Safety Net
The illusion of inclusion.

CPD-IRBD Policy Brief
June 2023

Centre for Policy Dialogue (CPD)
IRBD

Promoting informed policy choices

THE PROGRAMME
The Independent Review of Bangladesh's Development (IRBD), Future for Today's Bangladesh's flagship programme, is a comprehensive assessment of the country's economic development agenda prepared by a group of leading experts. It is the first of its kind in Bangladesh, and its findings will be used to inform the country's economic development policy to drive inclusive, equitable, and sustainable development in Bangladesh.

Gender Budget in Bangladesh Progress, Pitfalls, and the Path Ahead

Fahmida Khatun, Syed Yusuf Saadat and Preeti Khondaker Haq

Key findings

1. Gender budget allocations as a percentage of total budget decreased from 3.4% to 3.2% over the period of FY2020 to FY2022.
2. The proportion of gender-based development expenditure declined from 38 per cent in FY2020 to 35 per cent in FY2022, indicating reduced emphasis on long-term investments in women's advancement.
3. Several essential programmes for women and children, particularly in health, education, and entrepreneurship, have faced major funding reductions, raising concerns about the government's sustained commitment to gender-responsive development.

Key Policy Recommendations

1. Enhance transparency and institutional accountability in gender budgeting.
2. Undertake gender-disaggregated budgetary assessments across all ministries and divisions and extend the practice of preparing gender-disaggregated data beyond the current 14 ministries to ensure evidence-based planning and accountability.
3. Prioritize development expenditure within the gender budget, particularly in women's health, education, and climate resilience, where women face structural disadvantages.

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Social Safety Net Budget of Bangladesh The Illusion of Inclusion

Fahmida Khatun, Syed Yusuf Saadat, Anindita Islam and Saima Kamal

Key findings

1. In the proposed budget for FY2024, the social safety net budget allocation, social safety net and agricultural subsidy, stood at 8 per cent of the budget and 1.57 per cent of the GDP.
2. While almost all savings realizations have been realized, provisions for government welfare and agricultural subsidies account for 42 per cent of the total budget allocation for social protection in FY2024.
3. Apart from provisions for orphans, government children, unmet persons on national identity verification and agricultural subsidies, the allocation for all other programmes increased by 3.2 percentage points in the budget for FY2024.

Key Policy Recommendations

1. Given the high price of essential food items, it is imperative to avoid reducing budget allocations for social safety net programmes (SSNPs), as this would adversely impact the poor.
2. Provisions for orphans, government children and agricultural subsidies should be diversified from the SSNP budget to ensure more targeted and effective resource allocation in times of need.
3. Enhanced programme is required to increase the efficiency of utilization of the social safety net.

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Education Budget of Bangladesh Strengthening Learning Through Strategic Resource Allocation

Fahmida Khatun, Syed Yusuf Saadat and Afrin Mahbub

Key findings

1. The proposed education budget allocation for FY2024 is 12.11 per cent of the total budget and 1.51 per cent of the GDP.
2. In FY2023, the government allocated 10.74 per cent of the education sector which was only 0.1 per cent higher than the previous year's proposed budget of 10.64 per cent.
3. Bangladesh's actual per capita expenditure on primary education declined from USD 161 in 2021 to USD 158 in 2022.
4. The allocated budget for education is primarily used for operational expenses rather than development expenditures, which may compromise the quality of education.

Key Policy Recommendations

1. The budget allocation of all education sub-sectors should be increased in FY2024 budget.
2. The VAT on the tuition fees for all academic institutions, including English medium schools, should be exempted in the budget for FY2024, and the exemption should remain in place indefinitely.
3. All basic and higher secondary schools should be exempted in the budget for FY2024.
4. Corporate income tax on private universities and colleges should be reduced from 25 per cent to 10 per cent in the budget for FY2024.

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01



Education
Strengthening learning through strategic resource allocation.

CPD-IRBD Policy Brief
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Health Budget of Bangladesh Enhancing Efficiency for Better Health Delivery

Fahmida Khatun, Syed Yusuf Saadat and Ayesha Suhaima Rab

Key findings

1. Allocation for health in the FY2024 budget is 5.36 per cent of the total budget and 0.67 per cent of the GDP.
2. In Bangladesh, expenditure on health as a share of GDP was the lowest among all countries in 2022.
3. In 2022, out-of-pocket expenditures were 73 per cent of total health expenditures in Bangladesh.
4. An increase of 0.01 per cent in health expenditure and 0.01 per cent in health revenue per capita, respectively, would result in a 0.01 per cent increase in health revenue per capita, respectively.

Key Policy Recommendations

1. The budget for FY2024 should increase the health budget allocation to prevent people from being pushed into poverty due to out-of-pocket health expenditures.
2. Simple, specific, and universal policies are needed to reduce the consumption of cigarettes, other tobacco products, and alcohol, and energy drinks.
3. Improved programme is required to increase the efficiency of utilization of the health budget.

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03



Health
Enhancing efficiency for better health delivery.

These thematic policy briefs underscore CPD-IRBD's commitment to fostering informed policy dialogue and building a more **equitable, resilient, and prosperous Bangladesh**.

The evidence presented during this dialogue was formalised through a series of specialised publications, including a comprehensive briefing note on the national budget and thematic policy briefs on education, health, and gender budgeting. These documents provided the empirical weight needed to support CPD's calls for redistributive justice and more efficient social sector spending.

CPD-IRBD Briefing Note

Austerity & Aspiration

CPD's Analysis of the National Budget for FY2026

Budget signals

Key numbers inside the note

5.5%

FY2026 GDP growth target

Projected amid macroeconomic instability.

6.5%

FY2026 inflation target

The note suggests this target may be overly ambitious.

10.1%

Average inflation, May 2025

12-month average, indicating persistent price pressure.

BDT 230,000 crore

ADP allocation for FY2026

Equivalent to 3.7% of GDP.

32.8%

ADP spent in first 10 months of FY2025

Implementation progress remained weak.

29.4%

Required revenue growth over actual FY2025 collection

Raises concerns about target feasibility.

FOLLOW THE LINKS FOR MORE DETAILS

- [CPD's Analysis of the National Budget for FY2026 – Austerity and Aspiration in a Time of Transition](#)
- [Education Budget of Bangladesh – Strengthening Learning Through Strategic Resource Allocation](#)
- [Social Safety Net Budget of Bangladesh – The Illusion of Inclusion](#)
- [Health Budget of Bangladesh – Enhancing Efficiency for Better Health Delivery](#)
- [Gender Budget in Bangladesh – Progress, Pitfalls, and the Path Ahead](#)

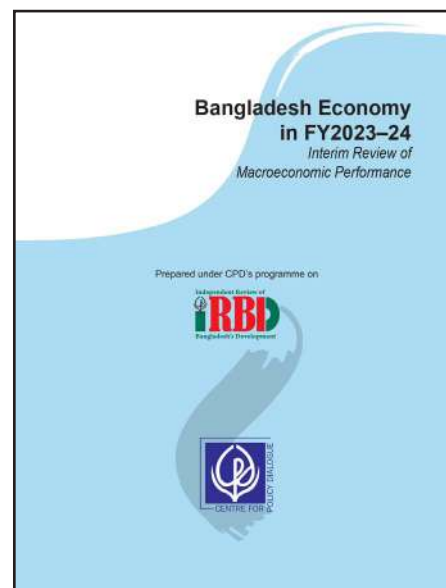
CPD PROPOSED 10 PER CENT VAT TO STIMULATE ECONOMIC GROWTH

In a strategic push for fiscal equity, CPD proposed reducing the Value Added Tax (VAT) rate to 10 per cent during a dialogue titled '[Reform in Corporate Tax and VAT: A Justice Perspective for NBR](#)' on 26 August 2025. Organised with Christian Aid Bangladesh, the event highlighted that a lower, more competitive VAT rate would broaden the tax base and ease the inflationary burden on low-income households. This intervention was widely publicised, securing coverage in 16 English newspapers, 38 Bangla outlets, 43 online platforms, and 16 TV channels.

CPD identified that 80 per cent of tax revenue currently stems from indirect taxes, creating a regressive system that disproportionately affects the poor. To address this, the study recommended consolidating current VAT slabs into a simplified structure to enhance transparency and reduce business costs. By advocating for full digitalisation and a fairer approach to revenue collection, CPD provided the National Board of Revenue (NBR) with a roadmap for sustainable resource mobilisation in the post-LDC era.



(From Left) Mr Md Moshir Rahman, First Secretary (VAT Supervision and Taxpayer Services), NBR; Ms Nuzhat Jabin, Country Director of Christian Aid Bangladesh; Syed Mushfequr Rahman, Member (VAT Audit), NBR; Dr Khondaker Golam Moazzem, Research Director, CPD; Md Abdur Rahman Khan FCMA, Chairman, NBR; Dr Muhammad Abdul Mazid, Chair, NBR Reform Advisory Committee; Mr Farid Uddin, Member of the NBR Reform Advisory Committee; Mr A H M Mahbus Salekin, President of the Dhaka Taxes Bar Association; Mr Md Abul Basher, Joint Secretary of the Finance Division, Ministry of Finance and Mr Mohammad Zahid Hossain FCA, Management Consultant.



Integrated Macroeconomic Reviews for Stability and Reform

To support national discourse with empirical evidence, CPD released two detailed reports: '[State of the Bangladesh Economy in FY2023-24](#)' and the '[Interim Review of Macroeconomic Performance for FY2024-25](#)'. These publications tracked the economy through global commodity shocks and significant domestic political transitions.

The reports identified a widening “revenue-expenditure gap,” noting that public spending on subsidies and debt interest outpaced modest revenue growth. CPD’s analysis warned that over-reliance on high-cost domestic borrowing would constrain future fiscal space. Highlighting banking sector vulnerabilities and the energy crisis, these reports provided a comprehensive roadmap for the interim government to navigate structural imbalances and formulate the FY2025-26 budget.



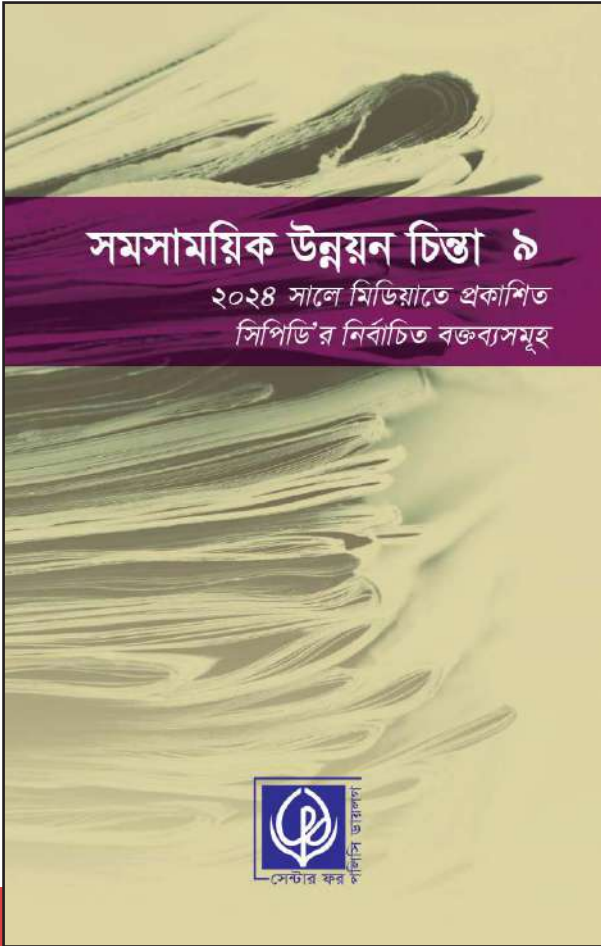
CLICK AND READ

- [State of the Bangladesh Economy in FY2025-26 \(First Reading\)](#)
- [CPD's Recommendations for the National Budget FY2024-25 \(Second Reading\)](#)
- [State of the Bangladesh Economy in FY2024-25 \(Third Reading\)](#)

Policy Briefs on State of the Bangladesh Economy

To provide an empirical backbone for national policy discourse, CPD released a series of detailed publications tracking Bangladesh's transition through significant macroeconomic instability. These reports, including the 'State of the Bangladesh Economy in FY2024-25', 'CPD's Recommendations for the National Budget FY2024-25: Second Reading', and 'CPD's Analysis of the National Budget for FY2025-26', offered a rigorous assessment of the country's fiscal health during a period of political uncertainty and high inflation.

The publications identified critical structural imbalances, such as a widening "revenue-expenditure gap" and a sharp decline in the Capital-to-Risk Weighted Assets (CRWA) ratio within state-owned commercial banks. CPD's analysis warned that the FY2026 budget's 5.5 per cent GDP growth target was overly ambitious given the declining share of public investment and persistent energy crises. By formalising these insights, CPD provided the interim government with a clear roadmap to reform the tax system, protect social sector spending in health and education, and ensure that fiscal policy remains responsive to the needs of the most vulnerable citizens.



সমসাময়িক উন্নয়ন চিন্তা ৯

২০২৪ সালে মিডিয়াতে
প্রকাশিত সিপিডি'র নির্বাচিত
বক্তব্যসমূহ

সমসাময়িক উন্নয়ন চিন্তা ৯: ২০২৪ সালে মিডিয়াতে প্রকাশিত সিপিডি'র নির্বাচিত বক্তব্যসমূহ

CPD regularly publishes its research-based opinions in newspapers and electronic media, a practice that has been central to its activities for over three decades. Continuing this tradition, selected opinions and interviews have been compiled into books since 2015. Published in 2025, this latest publication is a collection of selected Bengali op-eds by and interviews with CPD researchers that appeared in the media in 2024.

Bangladesh Macroeconomic Pulse

Published issues | July–December 2025



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- [Bangladesh Macroeconomic Pulse – July 2025](#)
- [Bangladesh Macroeconomic Pulse – August 2025](#)
- [Bangladesh Macroeconomic Pulse – September 2025](#)
- [Bangladesh Macroeconomic Pulse – October 2025](#)
- [Bangladesh Macroeconomic Pulse – November 2025](#)
- [Bangladesh Macroeconomic Pulse – December 2025](#)

CPD is committed to advancing the development of Bangladesh by promoting participatory policy making, focusing on research and analyses, dialogues, and publications. Since 1995, CPD's flagship programme Independent Review of Bangladesh's Development (IRBD), provides critical analyses of the macroeconomic performance. As a continuation of this, CPD launched a new monthly publication under the IRBD programme, Bangladesh Macroeconomic Pulse, starting from the month of July 2025.

The Pulse provides a broad overview of the contemporary macroeconomic landscape of Bangladesh. Each issue of the Pulse will track key economic correlates pertaining to national accounts, real economy, public finance, monetary sector, external sector, and feature a special focus of the month concerning significant policy debates, challenges, or data releases. The Pulse serves policymakers, stakeholders, and citizens to navigate the economic realities of Bangladesh.



CLICK AND READ

[সত্যিকারের পুনর্বর্টনমূলক বাজেট প্রণয়ন করতে হবে](#)

[১৭ কোটি মানুষের প্রয়োজন বিবেচনায় ঘোষিত বাজেট পর্যাপ্ত নয়](#)

[মানসম্পন্ন শিক্ষা কার্যক্রম শুরু করতে হবে প্রাথমিক শিক্ষার স্তর থেকে](#)

[মানসম্মত প্রাথমিক শিক্ষা নিশ্চিত মড-ডে মিল ও প্রাক-প্রাথমিক শিক্ষায় জোর দিতে হবে](#)

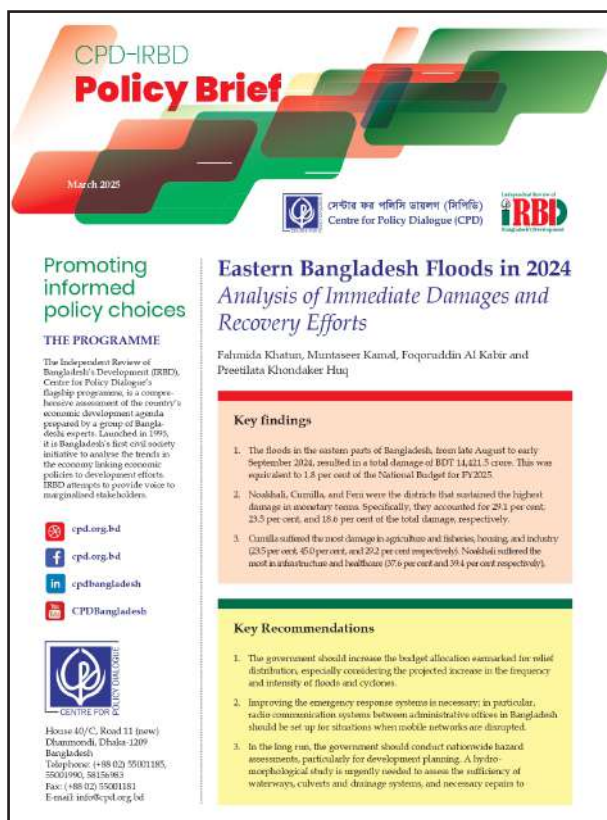
[প্রাথমিক শিক্ষার মানোন্নয়নে সরকারের পাশাপাশি স্থানীয় উদ্যোগও জরুরি](#)

[পঞ্চগড় সংলাপ: কারিগরি শিক্ষার উন্নতি ব্যতিরেকে দেশকে এগিয়ে নেওয়া সম্ভব নয়](#)

EVIDENCE-BASED POLICY BRIEFS FOR SOCIAL AND FISCAL REFORM

CPD's briefing notes and policy briefs provide the empirical foundation for its advocacy by addressing critical gaps in the development and fiscal landscape of Bangladesh. These publications advocate for a foundational shift in the education sector, emphasising that quality primary education is the cornerstone of a competitive economy and requires at least a 25 per cent budgetary allocation to meet global standards. Beyond funding, the research highlights that improved learning outcomes depend on qualified teaching staff and practical support measures, such as mid-day meal programmes, to ensure student retention.

In addition to social investment, CPD's fiscal analysis serves to hold the government accountable by challenging overly ambitious growth targets and providing realistic macroeconomic projections. The research consistently calls for a truly redistributive budget that shifts the financial burden from regressive indirect taxes to progressive direct taxation to reduce national inequality effectively. By highlighting stagnating real-term allocations in agriculture and health despite government pledges, these briefs offer a critical lens through which public resource management is evaluated to ensure the protection of the most vulnerable stakeholders.



CLICK AND READ

[Eastern Bangladesh Floods in 2024: Analysis of Immediate Damages and Recovery Efforts](#)

ASSESSMENT OF THE 2024 EASTERN BANGLADESH FLOOD

To evaluate the impact of the devastating late-2024 floods, CPD released a policy brief titled 'Eastern Bangladesh Floods in 2024: Analysis of Immediate Damages and Recovery Efforts'. It estimated total damages at BDT 14,421.5 crore, representing 1.8 per cent of the FY2025 national budget. Noakhali, Cumilla, and Feni sustained the highest losses, collectively accounting for over 70 per cent of total monetary damages.

The study found that while Cumilla's losses were concentrated in agriculture and fisheries, Noakhali faced the most significant destruction to infrastructure and healthcare. CPD recommended increasing relief allocations, establishing disrupted-network radio communication, and conducting hydro-morphological studies to strengthen long-term disaster preparedness.

2. CLIMATE, SUSTAINABILITY AND ENVIRONMENT

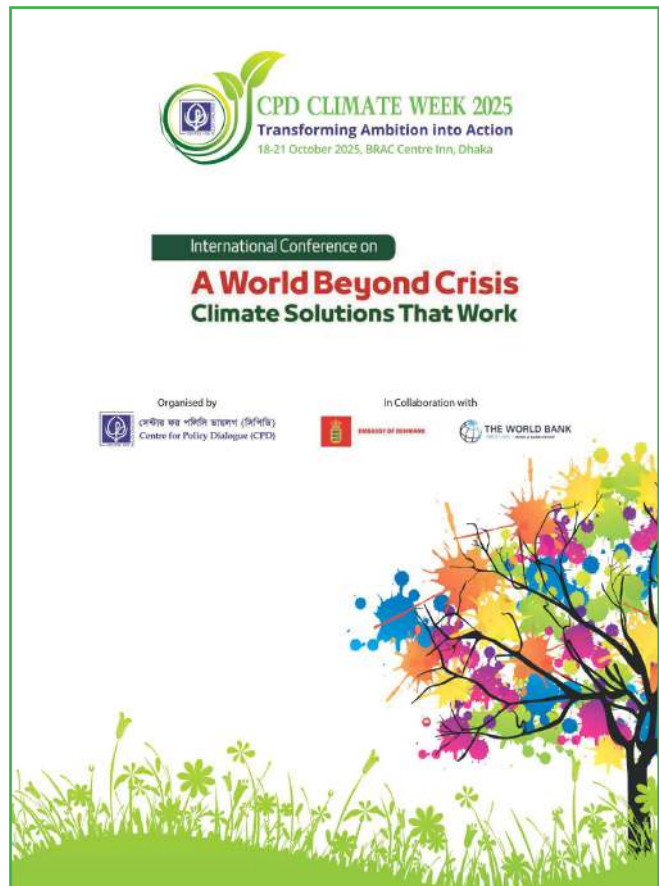
In 2025, CPD advanced Bangladesh's climate and sustainability agenda through its first-ever Climate Week, alongside a range of dialogues, expert consultations and conferences addressing key environmental challenges. These engagements focused on climate finance, green energy transition, air pollution, sustainable agriculture and food systems, and the alignment of national priorities with global climate processes such as COP30.

Complementing these efforts, CPD produced a series of publications examining climate vulnerability, disaster impacts, environmental governance and pathways for a just transition. Through its combined work on research and dialogue, CPD contributed to shaping policy discourse, promoting evidence-based solutions, and strengthening Bangladesh's capacity to pursue a more resilient and sustainable development trajectory.



CPD CLIMATE WEEK 2025

CPD Climate Week 2025 was a four-day initiative to turn global and national climate ambitions into fair and inclusive action. Under the theme “Transforming Ambition into Action”, it brought together policymakers, researchers, youth, civil society, and the private sector for an international conference, focused dialogues, and thematic presentations and discussions on climate justice, finance, innovation, and resilience. The programme showcased research by young scholars, featured youth-led policy workshops on climate budgeting and adaptation planning, and culminated in a Climate Olympiad, policy case competition, and green project exhibition. By linking high-level discussions with youth engagement and practical solution-sharing, CPD Climate Week 2025 helped connect policy, research, and on-the-ground action in support of a more resilient and equitable climate future. A [comprehensive conference proceeding](#) was also prepared, highlighting the details of the discussions by the experts. A publication was also prepared to highlight [recommendations from the Youth Policy Dialogue](#).



(From Left) Mr Owais Parray, Senior Economic Advisor, UNDP; Dr Syud Amer Ahmed, Lead Economist at the World Bank; H E Mr Christian Brix Møller, Ambassador of Denmark to Bangladesh; Dr Fahmida Khatun, Executive Director of CPD; H E Mr Paulo Fernando Dias Feres, Ambassador of Brazil to Bangladesh and Dr Monzur Hossain, Member (Secretary) of the General Economics Division.



WINNERS AT THE CPD CLIMATE WEEK 2025

The Prize Giving Ceremony marked the grand finale of CPD Climate Week 2025, bringing to a close a week filled with engaging discussions, innovative presentations, and groundbreaking climate solutions. Chaired by Dr Fahmida Khatun, Executive Director of the Centre for Policy Dialogue (CPD), the ceremony recognised the outstanding efforts of young climate leaders across various competitions, including the Climate Olympiad, Policy Case Competition, Green Project Exhibition, and the Best Paper Awards.

EXPLORE THE SESSIONS BELOW

1. [Inaugural Session | A World Beyond Crisis: Climate Solutions That Work](#)
2. [Opening Plenary | Road to COP30: How Can National Interests Be Aligned with Global Climate Goals?](#)
3. [Parallel Session 1 | Operationalising NDCs in Climate Vulnerable Countries](#)
4. [Parallel Session 2 | Climate and Gender: Integrating Equity in Policies](#)
5. [Parallel Session 3 | Carbon Pricing and Carbon Markets in Bangladesh](#)
6. [Parallel Session 4 | Climate-smart Agriculture and Food Security](#)
7. [Parallel Session 5 | Climate Finance, Landscape, Policy and Governance](#)
8. [Parallel Session 6 | High Level Dialogue on Achieving Debt Sustainability in the Face of Climate Change](#)
9. [Youth Policy Workshop and Dialogue](#)
10. [Climate Olympiad, Policy Cases and Green Projects](#)
11. [Prize Giving Ceremony](#)

STRENGTHENING BANGLADESH-AUSTRALIA COLLABORATION ON CLIMATE AND GREEN ENERGY

On 18 February 2025, CPD hosted a high-level discussion titled '[Bangladesh-Australia: Climate Policy and the Green Energy Transition](#)' to explore bilateral opportunities for cooperation in climate finance and renewable technologies. The session highlighted that transitioning to green energy is essential for enhancing energy security and creating economic opportunities, though Bangladesh's progress remains tempered by financial constraints and the need for international support. Key discussions focused on aligning sustainability strategies within the Indo-Pacific region, with a particular emphasis on making sectoral investments climate-resilient to protect vulnerable nations.



(From Left) Mr Martin Holtmann, Country Manager, IFC – International Finance Corporation, Bangladesh; Advocate Syeda Rizwana Hasan, Hon'ble Advisor of the Ministry of Environment, Forest and Climate Change; Dr Fahmida Khatun, Executive Director, CPD and H E Ms Susan Ryle, High Commissioner, Australian High Commission in Bangladesh.

ALIGNING NATIONAL INTEREST WITH GLOBAL CLIMATE GOALS FOR COP30



(From Left) Dr Sayera Yunus, Senior Researcher, CPD; Dr Fahmida Khatun, Executive Director of CPD; Mr Shopnil Awal, Former Programme Associate, CPD and Dr Dwijen Mallick, Project Coordinator, Nagorikata Programme, CPD.

Bangladesh's strategic priorities for the global climate summit were discussed during an expert consultation titled '[Road to COP30: Can National Interest be Aligned with Global Climate Goals?](#)', held on 14 September 2025. As a highly climate-vulnerable nation, Bangladesh presented a case for climate justice, advocating for grant-based finance to avoid increasing debt stress.

The dialogue highlighted the gap between global ambition and national reality, noting

that clean sources account for only a small fraction of the country's power mix. Participants emphasised the need for a just transition that prepares the labour force for green jobs while ensuring private sector growth remains low-emission. By calling for accessible finance and reliable data, the event reinforced CPD's commitment to positioning Bangladesh as a leader in resilience.

YOUTH PERSPECTIVES ON CLEAN AIR AND BLUE SKIES



(From Left) Dr Sayera Yunus, Senior Researcher, CPD; Dr Fahmida Khatun, Executive Director of CPD; Mr Shopnil Awal, Former Programme Associate, CPD and Dr Dwijen Mallick, Project Coordinator, Nagorikata Programme, CPD.

To mark the International Day of Clean Air for Blue Skies, CPD hosted a roundtable titled '[Clean Air and Blue Skies for Healthy Lives: What do the Youth Suggest?](#)' on 8 September 2025. The discussion highlighted the staggering economic and health costs of air pollution, revealing that Dhaka residents spend an average of BDT 4,000 annually on pollution-related healthcare which is nearly double the government's per capita health budget for FY2024. The dialogue concluded that the youth network must act as a catalyst to

bridge the gap between policy and practice, ensuring that research and institutional support translate into tangible urban air quality improvements.

BUILDING SUSTAINABLE FOOD VALUE CHAINS TO COMBAT WASTE



(From Left) Mr Dia Sanou, Deputy FAO Representative; Mr Anders Karlsen, Charge D'Affairs at the Embassy of Denmark in Bangladesh; Ms Farida Akhter, Hon'ble Adviser, Ministry of Fisheries and Livestock, Interim Government of Bangladesh; Dr Fahmida Khatun, Executive Director, CPD; Mr Mohammed Yasin, Additional Secretary, Administration Wing, Ministry of Food, Government of Bangladesh and Mr Jesse Wood, Deputy Country Director, Office in Charge, WFP Bangladesh.

An international conference titled '[Towards Zero Food Waste and Loss: Building a Sustainable Food Value Chain in Bangladesh](#)' was held on 29 September 2025 to address the critical economic and environmental impacts of food waste. The event highlighted that 34 per cent of food produced in Bangladesh is lost or wasted, incurring an annual economic cost of approximately USD 2.4 billion—equivalent to 4 per cent of the nation's GDP. The conference featured an inaugural session, two technical panel discussions focusing on policy regulations and practical actions, and a concluding session. Experts underscored the urgent need for cold chain infrastructure and digital agriculture to protect smallholder farmers from "market failures". This high-level intervention resonated significantly across national media, securing extensive coverage in 13 English newspapers, 18 Bangla outlets, and 25 online platforms.

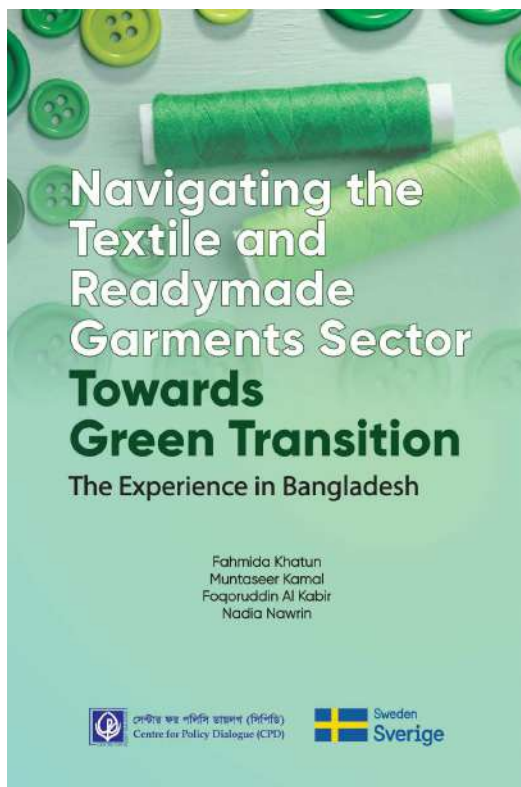




(From Left) Dr Ferdouse Islam, Former DG, BSRI and Advisor- R&D and Production Vegetable Seed Business, Supreme Seed Company Ltd; Dr Md. Kamrul Hassan, Professor, Department of Horticulture, Bangladesh Agricultural University; Dr Samina Yasmin, Senior Agriculture Specialist, The World Bank; Mr Mostafa Faruq Al Banna, Research Director, Food Planning and Monitoring Unit (FPMU); Ms Fawzia Yasmin, Director, Ispahani Agro Limited and Mr Son Thanh Vo, Senior Agriculture Specialist, The World Bank.



(From Left) Dr Anil Kumar Das, Senior National Programme Specialist, FAO; Mr Abu Musa Mohommad Monirul Hasan, Head of Factory Operations, Square Food and Beverage Company; Mr Md. Abdur Rouf Mia, Director, Department of Agricultural Marketing (DAM); Ms Mwansa Mwansa, Programme Policy Officer (Market Development), WFP Bangladesh; Mr Md. Abdus Salam, Director, Supply, Distribution and Marketing Division, Directorate General of Food; Mr Riccardo Suppo, Head of Programme, WFP Bangladesh and Ms Aida Nakyzaze, Supply Chain Officer (Supply Chain Capacity Strengthening), WFP Bangladesh.



Navigating the Textile and Readymade Garments Sector Towards Green Transition: The Experience in Bangladesh

This report examines the progress, barriers and future priorities for the green transition in Bangladesh's textile and readymade garments sector. Based on surveys of 403 factories and 4,541 workers and supervisors, it explores factory-level practices, workers' perceptions and the implications of green initiatives for health and productivity. The report identifies policy, institutional, factory-level and market-related barriers, including weak coordination, limited finance, low awareness, technological gaps and insufficient incentives for green practices.



Overcoming the Challenges of Climate Change During Bangladesh's Journey Towards a Developed Economy

This policy brief examines Bangladesh's climate vulnerabilities and the need for stronger collaboration to support resilience and sustainability. It highlights priorities such as strengthening local government capacity, supporting women in climate-resilient agriculture, increasing private sector participation, promoting nature-based and ecosystem-based adaptation, developing collaborative online platforms and deepening engagement with international development partners.

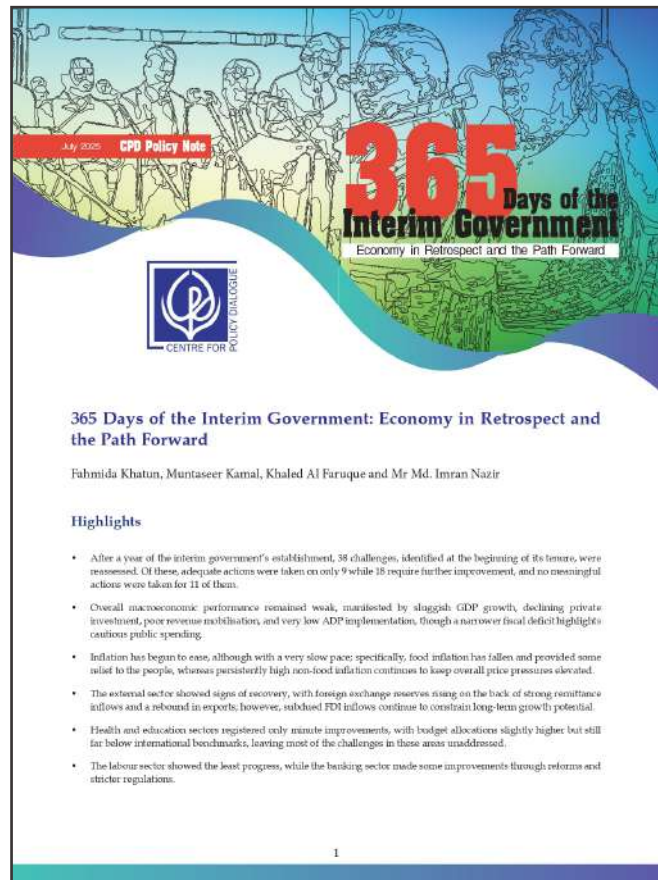
3. GOVERNANCE, DEMOCRACY AND HUMAN RIGHTS

In 2025, CPD advanced policy dialogue on governance reform, democratic accountability, human rights and inclusive development during Bangladesh's transition period. Its work examined the Interim Government's performance, economic and institutional reform priorities, parliamentary accountability, the proposed upper house, and stronger collaboration between Parliament and the knowledge community. Through the Nagorikata: Civic Engagement Fund Programme and field-level consultations, CPD strengthened citizen participation and brought the experiences of women, youth, workers and marginalised communities into national policy discussions. CPD also reaffirmed human rights as essential to everyday dignity, equality and justice, while advocating for improved public services, accountable institutions and more inclusive social protection, including universal pension reform.



CPD REVIEWED THE INTERIM GOVERNMENT'S FIRST YEAR

At the dialogue '[365 Days of the Interim Government](#)', held on 10 August 2025, CPD assessed the government's progress in stabilising the economy and preparing for transition. CPD highlighted persistent challenges in inflation, banking governance, private investment, exports and energy. It called for targeted relief, stronger reforms and safeguards against political interference to preserve economic stability after the elections. The event received coverage in 31 English newspapers, 70 Bangla outlets, 167 online platforms and 33 TV/YouTube channels. CPD also prepared a [policy brief](#) outlining key reform priorities for strengthening economic stability during the transition period.



(From Left) Dr M Tamim, Vice Chancellor of Independent University Bangladesh (IUB); Dr Fahmida Khatun, Executive Director of CPD; Mr Mahmud Hasan Khan (Babu), President of the Bangladesh Garment Manufacturers and Exporters Association (BGMEA); Mr Ruhin Hossain Prince, General Secretary of the Communist Party of Bangladesh (CPB); Brigadier General (R.) Dr M. Sakhawat Hussain, Hon'ble Adviser to the Ministry of Labour and Employment; Professor Mustafizur Rahman, Distinguished Fellow at CPD; Mr Amir Khosru Mahmud Chowdhury, former Commerce Minister and BNP Standing Committee member; Dr Ahsan H. Mansur, Governor of Bangladesh Bank; Professor ASM Amanullah, Vice Chancellor of National University Bangladesh; Mr Syed Sultan Uddin Ahmed, Chair of the Labour Reform Commission; Mr Showkat Aziz Russell, President of the Bangladesh Textile Mills Association (BTMA); Mr Mohammed Nurul Amin, Former Chairman of the Association of Bankers, Bangladesh (ABB) and Ms Jimi Amir, Member of the Media Reform Commission.

RE-STRATEGISING THE ECONOMY AND GOVERNANCE REFORM



(From Left) Professor Mustafizur Rahman, Distinguished Fellow, CPD; Dr Fahmida Khatun, Executive Director of CPD and Member, Task Force on Re-Strategising the Economy; Mr Zaved Akhtar, President, The Foreign Investors' Chamber of Commerce & Industry (FICCI); Mr Amir Khosru Mahmud Chowdhury, Former Commerce Minister; Dr K A S Murshid, Chairman, Task Force on Re-Strategising the Economy; Mr Sk. Bashir Uddin, Hon'ble Adviser, Ministry of Commerce; Professor Rehman Sobhan, Chairman, CPD; Mr Abdullah Hil Rakib, Managing Director, TEAM Group and Ms Amrita Islam, Deputy Managing Director, Picard Bangladesh Ltd.

CPD, in collaboration with the Task Force on Re-strategising the Economy and Mobilising Resources for Equitable and Sustainable Development, organised a two-day national conference titled '[Recommendations by the Task Force on Re-Strategising the Economy](#)'. The conference examined reforms related to governance, investment, export diversification, digital transformation, banking, energy, climate resilience and social protection. It brought together policymakers, political leaders, academics,

business representatives and development practitioners to deliberate on immediate, short-term and long-term priorities for equitable and sustainable development. CPD emphasised the need to examine past policy failures, strengthen governance and improve institutional coordination to support economic transformation and democratic accountability during Bangladesh's transition period.

CPD EXPLORED WHETHER A SECOND CHAMBER COULD BALANCE POWER



(From Left) Ms Marga Peeters, Programme Manager in Public Financial Management, Delegation of the European Union to Bangladesh; Dr Khondaker Golam Moazzem, Research Director, CPD; Dr Dilara Chowdhury, former Professor at Jahangirnagar University; Mr Nurul Haque Nur, President of Gono Odhikar Parishad; Mr Zonayed Saki, Chief Co-ordinator of Ganosamhati Andolan.

At an expert group meeting titled '[Can a Second Chamber Bring Balance to Power?](#)' held on 29 July 2025, CPD initiated a focused discussion on parliamentary reform and accountability.

The meeting formed part of CPD's study on the accountability of the majority party under unicameral and proposed bicameral models. Academics, political analysts, civil society representatives and development

partners examined the limitations of the existing system and reflected on whether an upper house could offer meaningful checks and balances.

CPD QUESTIONED THE NEED FOR AN UPPER HOUSE IN PARLIAMENT

Building on these expert reflections, CPD convened the national dialogue '[Proposed Upper House in the National Parliament: Can it Ensure Accountability of the Majority Party?](#)' on 9 October 2025.

At the dialogue, CPD argued that accountability could be strengthened within the existing unicameral system by reforming parliamentary committees, Prime Minister's Question Time, private members' participation and budgetary oversight. Organised with the European Union in Bangladesh, the event reflected diverse political views but showed broad agreement on the need to curb unchecked majority power. The event received coverage in 15 English newspapers, 28 Bangla outlets and 37 online platforms.



(From Left) Professor Nizam Ahmed, Professor at the University of Chittagong; Dr Khondaker Golam Moazzem, Research Director, CPD; Mr Abul Hassan Rubel, Executive Coordinator, Gonosamhati Andolon; H.E. Mr Michael Miller, Ambassador, Head of Delegation, Delegation of the European Union to Bangladesh; Mr Akhtar Hossain, Member Secretary, National Citizen Party (NCP); Professor Rounaq Jahan, Distinguished Fellow, CPD; Ms Shama Obaid Islam, Organising Secretary, Bangladesh Nationalist Party (BNP); Dr Badiul Alam Majumdar, Member, National Consensus Commission; Mr Ruhin Hossain (Prince), Member, Central Committee, Communist Party of Bangladesh; Professor Abdul Alim, Member, Election Commission Reform Commission and Dr Asif M. Shahan, Professor, Department of Development Studies, University of Dhaka.

CPD STRENGTHENED CITIZEN ENGAGEMENT THROUGH THE NAGORIKATA: CEF PROGRAMME



In 2025, CPD undertook the [Nagorikata: Civic Engagement Fund \(CEF\) Programme](#), titled 'Achieving a Peaceful, Just and Inclusive Society through Enhanced Engagement of Civil Society and Citizens in Bangladesh', to promote inclusive local governance, civic participation and accountability in line with SDG 5 and SDG 16. The Nagorikata Programme is jointly supported by the Embassy of Switzerland, Global Affairs Canada (GAC), and the European Union facilitated by GFA Consulting Group, and implemented by CPD. To support field implementation, CPD partnered with four NGOs—Gram Unnayan Karma (GUK), Participatory Research and Action Network (PRAAN), Indigenous Peoples Development Services (IPDS) and Efforts for Rural Advancement (ERA)—across the four programme districts.



The programme focused on women, youth and marginalised communities through citizen group engagement. CPD organised orientation meetings in [Bogura](#), [Sherpur](#), [Sunamganj](#) and [Noakhali](#), where citizens discussed local challenges related to public services, climate-affected livelihoods, youth vulnerability and inclusive governance. CPD also advanced research on [local e-governance](#) through an expert group meeting focused on youth, women and marginalised communities. Another expert group meeting titled '[Women in the Agriculture Sector of Bangladesh: How do they contribute and what is the value?](#)' was also organised under this programme to discuss women's unrecognised contribution to agriculture.

To strengthen community-led accountability, CPD conducted a [Training of Trainers \(ToT\)](#) on social audit, followed by district-level social audit trainings in [Bogura](#), [Sunamganj](#), [Sherpur](#) and [Noakhali](#), equipping citizen group members with practical tools to monitor public service delivery and engage more effectively with local authorities. Following the trainings, CPD formally launched social audits across these [four districts](#), enabling citizen groups to assess public service delivery and share evidence-based findings with local authorities. CPD also facilitated two quarterly upazila-level [Citizen Group meetings](#) in each district, totalling 32 meetings, to sustain community engagement and track local governance and service delivery concerns.



CPD REAFFIRMED HUMAN RIGHTS AS EVERYDAY ESSENTIALS



CPD officials with the participants of the discussion

CPD commemorated International Human Rights Day through the discussion '[Human Rights, Our Everyday Essentials: Reaffirming Dignity, Equality and Justice in Bangladesh](#)' on 10 December 2025.

The discussion highlighted human rights as practical everyday commitments rather than abstract ideals. Participants reflected on dignity, equality, justice, political

inclusion, gender rights, constitutional freedoms, parliamentary accountability and the rule of law. The session emphasised the need to translate legal and policy commitments into institutional practice and grassroots realities.

CPD PROPOSED UNIVERSAL PENSION AS A SOCIAL PROTECTION PRIORITY



CPD officials at the in-house dialogue with the participants

CPD organised the dialogue '[Universal Social Protection in Bangladesh: Financing Requirements and Future Outlook](#)' on 18 November 2025 in collaboration with Friedrich-Ebert-Stiftung (FES) Bangladesh.

Drawing on CPD–FES research, the dialogue highlighted the limitations of Bangladesh's fragmented safety net system, including exclusion errors, leakages and weak

governance. CPD proposed universal pension as a practical short-term reform, alongside stronger digital registries, updated poverty mapping, improved grievance systems and gradual expansion towards broader universal social protection.

4. VOICES OF THE MARGINALISED

Through field-level consultations across Khulna, Satkhira, Sreemangal and Sunamganj, CPD and the Citizen's Platform for SDGs, Bangladesh brought the experiences of marginalised working communities into national policy discourse. The chapter highlights the realities of women farmers, tea garden workers and low-income Haor communities who remain employed yet continue to live below the poverty line. Participants identified persistent barriers to education, healthcare, safe water, social protection, formal credit, natural resources and skills development. CPD called for stronger public services, fairer resource governance, expanded social protection, greater recognition of women workers and diversified livelihood opportunities for communities at risk of being left behind.



CPD AMPLIFIED THE VOICES OF MARGINALISED WORKING COMMUNITIES

Under its research initiative 'Reaching the Furthest Behind First: A Human Rights-Based Approach to Confront Extreme Poverty in Bangladesh', CPD and the Citizen's Platform for SDGs, Bangladesh organised four local consultations in Khulna, Satkhira, Sreemangal and Sunamganj in September 2025.

The consultations examined the realities of women farmers, tea garden workers and low-income Haor communities, who remain employed yet trapped below the poverty line. Participants highlighted weak access to education, healthcare, safe water, social protection, formal credit, natural resources and skills training.



Mr Towfiqul Islam Khan, Additional Director (Research) at CPD; Mr Md. Asmat Hosen, Upazila Nirbahi Officer of Dacope, Khulna and Administrator of Chalna Municipality; Dr Debapriya Bhattacharya, Distinguished Fellow at CPD and Convener of Citizen's Platform for SDGs, Bangladesh; Ms Kohinur Jahan, Executive Magistrate and Chief Waste Management Officer, Khulna City Corporation; Principal Zafar Imam, President, Citizens for Good Governance (SHUJAN) and other distinguished guests were also present.



(From Left) Mr Towfiqul Islam Khan, Additional Director (Research), CPD; Professor Mustafizur Rahman, Distinguished Fellow, CPD, and Core Group Member, Citizen's Platform; Mr Kamran T Rahman, Chairman, Bangladesh Tea Association and Mr Mahabbat Hossain, Deputy Director, Divisional Labour Office, Sreemangal, Moulvibazar.

Women workers also faced exclusion from farmer recognition, maternity benefits and government support programmes. Through these field-level engagements, CPD brought local voices into national policy discourse

and called for stronger public services, fairer resource governance, expanded social protection and livelihood diversification for communities at risk of being left behind.



5. ACCELERATING REFORMS IN POWER AND ENERGY

CPD advanced evidence-based discussion on Bangladesh's power and energy transition through policy dialogues, research, publications and youth engagement. During 2025, its work examined whether national budget priorities, renewable energy investment frameworks, procurement systems and climate commitments were aligned with the country's clean energy goals. CPD called for stronger fiscal support for renewable energy, streamlined investment procedures, transparent procurement, phased rooftop solar implementation, grid modernisation and more ambitious but achievable NDC 3.0 targets. It also highlighted the importance of policy coherence, institutional coordination, just transition measures and worker reskilling. Through the Currents of Change brief series, specialised studies and the Clean Energy & Power: Moving Forward lecture series, CPD continued to inform policy reform while preparing young professionals to contribute to Bangladesh's sustainable energy future.



CPD FOUND THE POWER BUDGET MISALIGNED WITH ENERGY TRANSITION GOALS

At the dialogue '[Power and Energy Sector in the National Budget for FY2025–26](#)', held on 26 June 2025, CPD assessed whether budgetary priorities aligned with Bangladesh's energy transition commitments. CPD found that rising subsidies, declining development allocations and slow progress on renewable energy weakened the government's commitment to the "Three Zeros" vision. It called for stronger fiscal alignment with clean energy, energy security and industrial needs. The event received coverage in 10 English newspapers, 21 Bangla outlets, 12 online platforms and 14 TV/YouTube channels.



(From Left) Ms Helen Mashiyat Preety, Senior Research Associate at CPD; Professor Dr M Shamsul Alam, Energy Advisor, Consumers Association of Bangladesh (CAB); Mr Faisal Samad, Director, BGMEA; Dr Khondaker Golam Moazzem, Research Director at CPD; Mr Md. Akhter Hossain Apurbo, Vice-President of BKMEA; Mr Monower Mostafa, Energy Expert and Engr. Razeeb Haider, Director of BTMA.

CPD CALLED FOR EASIER RENEWABLE ENERGY INVESTMENT



(From Left) Engr. SK Md Ruhul Amin, Deputy Managing Director at Chint Solar (Bangladesh) Company Limited; Mr Mostafa Al Mahmud, President of the Bangladesh Sustainable and Renewable Energy Association (BSREA); Mr Gobinda Chandra Laha, Chief Engineer at BPDB; Mr Han Kun, President of the Chinese Enterprises Association in Bangladesh; Mr Nahian Rahman Rochi, Head of Business Development at the Bangladesh Investment Development Authority (BIDA); Dr Khondaker Golam Moazzem, Research Director, CPD; Mr Jalal Ahmed, Chairman of the Bangladesh Energy Regulatory Commission (BERC); Mr Mohammad Alauddin, Rector of the Bangladesh Power Management Institute; Engineer Md Muzibur Rahman, Director, Deputy Secretary, Renewable Energy Development at SREDA; Mr Masudur Rahim, CEO of Omera Renewable Energy Limited and Mr Md Shahidur Rahman, Country Manager at Jinko Solar Bangladesh.

The [Third Bangladesh-China Renewable Energy Forum](#), held on 30 June 2025, highlighted the need to strengthen investment facilitation in Bangladesh's renewable energy sector. CPD identified delays in approvals, weak coordination, policy uncertainty and cancelled solar projects as key barriers to investor confidence, particularly for Chinese investors. It recommended streamlined

procedures, improved transparency, a dedicated foreign investor support desk and a centralised online portal to simplify investment processes. The event received coverage in 9 English newspapers, 19 Bangla outlets, 24 online platforms and 16 TV/YouTube channels.

CPD RECOMMENDED PILOT-BASED ROLLOUT FOR ROOFTOP SOLAR PROGRAMME



(From Left) Mr Khondkar Morshed Millat, Former Director, Sustainable Finance Department at Bangladesh Bank; Engineer Naznin Akter, Managing Director, GSOLARIC Bangladesh Ltd; Mr Moniruzzaman, Director of Renewable Energy and Research & Development Department, BPDB; Mr Ramprasad Pal, Deputy Director, Renewable Energy Department, Bangladesh Rural Electrification Board; Mr Mostafa Al Mahmud, President, Bangladesh Solar and Renewable Energy Association; Dr Khondaker Golam Moazzem, Research Director, CPD; Mr Sardar Mohammad Zafrul Hasan, Chief Engineer (Planning & Design) at Power Grid Company of Bangladesh Limited (PGCB); Engr. Md. Mujibur Rahman, Director (Deputy Secretary), Renewable Energy Development, SREDA; Ms Helen Mashiyat Preoty, Senior Research Associate at CPD and Mr Nasir Uddin Chowdhury, General Member, Bangladesh Solar and Renewable Energy Association (BSREA).

A media briefing on '[National Rooftop Solar Programme](#)', held on 27 July 2025, highlighted the need for a phased and evidence-based approach to scaling up rooftop solar in Bangladesh. CPD recommended initiating carefully selected pilot projects rather than a nationwide rollout, citing past implementation failures. It emphasised the need for clear institutional roles, proper feasibility

assessments, concessional financing mechanisms and long-term maintenance frameworks to ensure sustainability.

CPD CALLED FOR AMBITIOUS AND REALISTIC NDC 3.0 TARGETS

CPD organised the dialogue '[NDC 3.0 for the Power Sector: Is Bangladesh Setting “Ambitious” Targets?](#)' on 24 August 2025.

The discussion reviewed progress under NDC 2.0 and examined how Bangladesh’s power sector can adopt stronger emission reduction targets under NDC 3.0. CPD called for ambitious but implementable targets, stronger monitoring, clearer institutional coordination, renewable energy financing, grid modernisation and legally binding renewable energy commitments. The dialogue also emphasised just transition priorities, including women’s and youth participation and reskilling for workers in fossil-fuel-based industries.



(From Left) Mr Shaikh Muhammad Mehedi Ahsan, Assistant Professor (Adjunct), Department of Environmental Science and Management (DESM), IUB; Mr Mirza Shawkat Ali, Director (Climate Change & International Convention), Department of Environment; Dr M Asaduzzaman, Former Director General, Bangladesh Institute of Development Studies (BIDS); Dr Fahmida Khanom, Additional Secretary of the Environment Wing, Ministry of Environment, Forest and Climate Change; Dr Khondaker Golam Moazzem, Research Director at CPD; Dr M. Rezwana Khan, Chairman, Power Grid Bangladesh PLC; Ms Jorifa Khatun, Director, IPP Cell-3, Bangladesh Power Development Board; Mr Imran Karim, Former President and Director, Bangladesh Independent Power Producers’ Association (BIPPA) and Ms Tanzina Dilshad, Programme Manager, Environment & Energy, European Union Delegation to Bangladesh.

CPD CALLED FOR RENEWABLE ENERGY PROCUREMENT REFORM

The dialogue '[Recent Procurement Initiatives of Renewable Energy in the Power Sector: CPD Study Findings](#)', held on 1 December 2025, examined barriers in Bangladesh's renewable energy tendering process. CPD recommended phased re-tendering, smaller solar project sizes, relaxed financial eligibility criteria, dedicated renewable energy procurement guidelines and more transparent bidding mechanisms. These reforms were proposed to increase competition, attract private investment and support greater participation by local and foreign firms.



(From Left) Engineer Naznin Akter, Managing Director of GSOLARIC Bangladesh Ltd; Mr Han Kun, President of the Chinese Enterprises Association in Bangladesh; Mr David Hasanat, President of the Bangladesh Independent Power Producers' Association (BIPPA); Mr Clinton Pobke, Deputy Head of Mission at the Australian High Commission in Bangladesh; Dr Khondaker Golam Moazzem, Research Director at CPD; Professor Dr M. Rezwan Khan, Chairman of Power Grid Bangladesh PLC; Ms Most Sultana Razia, Deputy Director Technical at the Bangladesh Rural Electrification Board; Mr Mostafa Al Mahmud, President of the Bangladesh Sustainable and Renewable Energy Association (BSREA); Mr Imran Karim, Former President and Director of BIPPA and Mr Shahriar Ahmed Chowdhury, Director of the Centre for Energy Research at United International University (UIU).

POWER AND ENERGY LECTURE SERIES



CPD officials visiting power plant with the participants of the fifth cohort

CPD's Power and Energy Study launched the fifth cohort of its lecture series, [Clean Energy & Power: Moving Forward](#), on 20 September 2025. The series created an interdisciplinary learning platform for students and young professionals to explore Bangladesh's energy transition from economic, engineering, environmental, financial, political and planning perspectives.

Through expert-led sessions, participants engaged with issues such as renewable energy, energy security, financing, governance and policy reform. The initiative reflected CPD's continued effort to educate and engage youth in evidence-based discussions on clean energy and prepare a new generation of professionals to contribute to Bangladesh's sustainable energy future.



CPD officials with the participants of the lecture series



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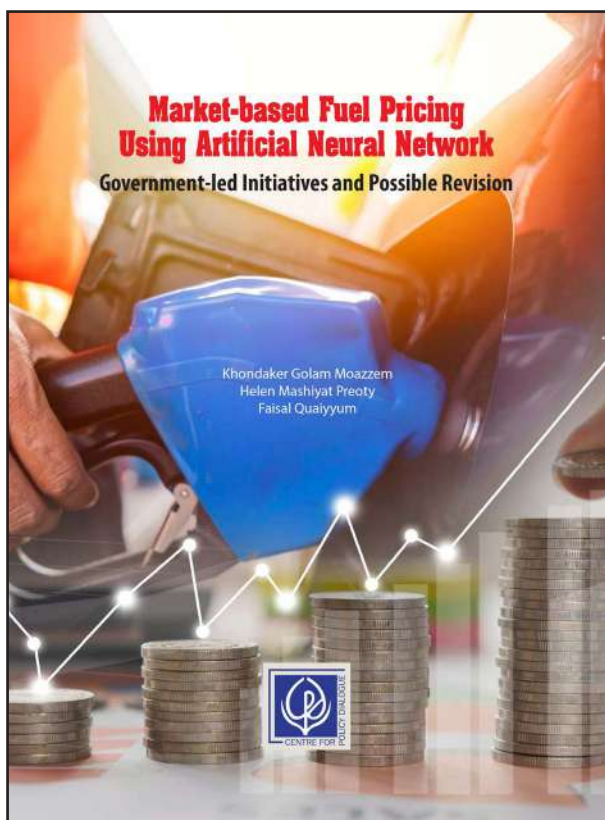
- [Currents of Change \[Volume-2, Brief-02\] Quarterly Brief of the Power & Energy Sector of Bangladesh](#)
- [Currents of Change \[Volume-2, Brief-03\] Quarterly Brief of the Power & Energy Sector of Bangladesh](#)
- [Currents of Change \[Volume-2, Brief-04\] Quarterly Brief of the Power & Energy Sector of Bangladesh](#)
- [Currents of Change \[Volume-3, Brief-01\] Quarterly Brief of the Power & Energy Sector of Bangladesh](#)

CURRENTS OF CHANGE: QUARTERLY BRIEFS ON THE POWER & ENERGY SECTOR

CPD's Currents of Change series provided periodic analysis of Bangladesh's power and energy sector, tracking policy decisions, pricing measures, fuel supply challenges and renewable energy developments.

In Volume 2, the briefs covered developments across FY2025, including fuel shortages, growing reliance on imported LNG, LPG price adjustments, progress in solar projects, the Renewable Energy Policy 2025, tax exemptions, fuel price revisions and the announcement of the national solar programme.

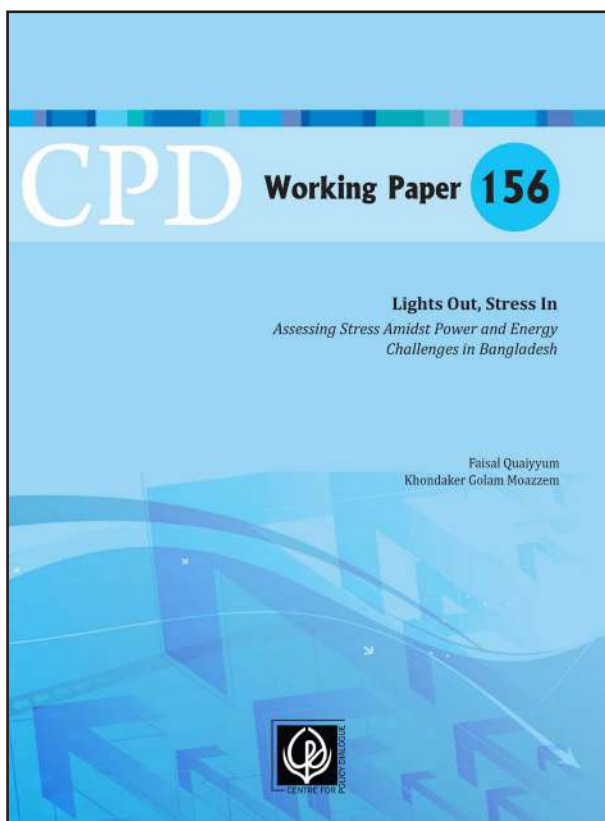
Volume 3 began by reviewing Q1 FY2026, noting that the sector continued largely on a business-as-usual path, with limited major policy changes. The submission of Bangladesh's NDC 3.0 to the UNFCCC emerged as the quarter's most significant development.



MARKET-BASED FUEL PRICING USING ARTIFICIAL NEURAL NETWORK

This publication reviews Bangladesh's move towards market-based fuel pricing and identifies gaps in the existing mechanisms used by BPC and BERC. It proposes an artificial neural network-based pricing model that uses international and domestic economic variables to support more transparent, responsive and evidence-based fuel price adjustments.

[Click to Read](#)



LIGHTS OUT, STRESS IN – ASSESSING STRESS AMIDST POWER AND ENERGY CHALLENGES IN BANGLADESH

This working paper examines how electricity, gas and fuel disruptions affect household stress in Bangladesh. Using stress measurement tools and econometric analysis, it finds that urban residents, low-income households, older people and those with lower environmental awareness are more vulnerable during energy crises. The paper calls for energy policies that consider psychosocial resilience alongside technical and economic factors.

[Click to Read](#)



RENEWABLE ENERGY POLICY (DRAFT) 2025 – MAJOR OBSERVATIONS AND RECOMMENDATIONS

This policy brief analyses the draft Renewable Energy Policy 2025 issued by the Power Division. CPD reviews key changes from the earlier draft, assesses the policy's direction, and provides recommendations to make renewable energy planning more inclusive, transparent and implementation-oriented. The brief also stresses the importance of stakeholder feedback in shaping future power and energy policies.

[Click to Read](#)



NATIONALLY DETERMINED CONTRIBUTIONS (NDC) FOR THE POWER SECTOR – TRACKING PROGRESS OF NDC 2.0 AND PROPOSED REDESIGNING OF NDC 3.0

This report assesses Bangladesh's progress under NDC 2.0 and proposes ways to redesign NDC 3.0 for the power sector. It highlights slow progress in renewable energy expansion and calls for more ambitious emission reduction targets. The report recommends aligning NDC 3.0 with the principles of ownership, ambition, just transition, transparency and feasibility.

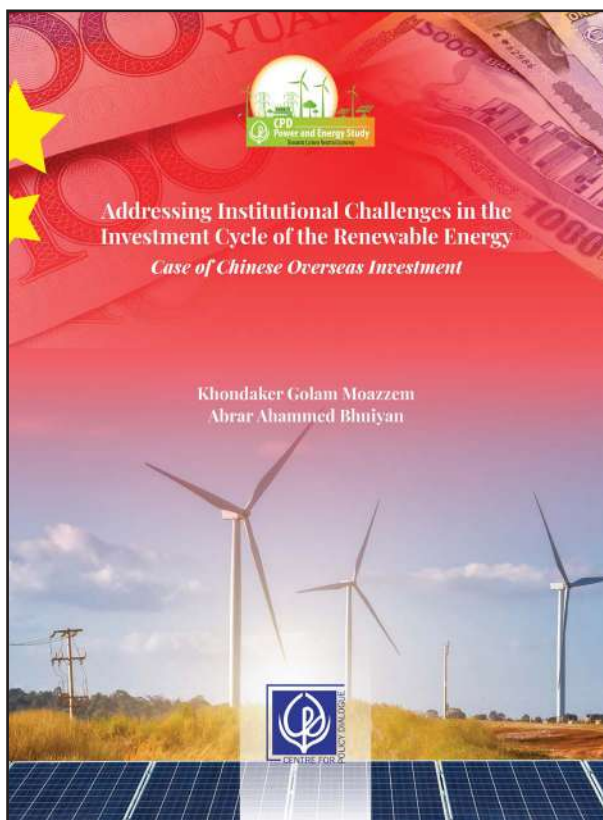
[Click to Read](#)



ADDRESSING INSTITUTIONAL CHALLENGES IN THE INVESTMENT CYCLE OF RENEWABLE ENERGY

This brief examines why Bangladesh has struggled to attract expected levels of foreign investment in renewable energy despite its liberal investment policy. Drawing on CPD's study, it analyses legal, institutional and procedural barriers affecting business establishment and project implementation, with a focus on Chinese investors. The brief highlights the need to shift from investment promotion to stronger investment facilitation through transparency, digital governance, inter-agency coordination and anti-corruption measures.

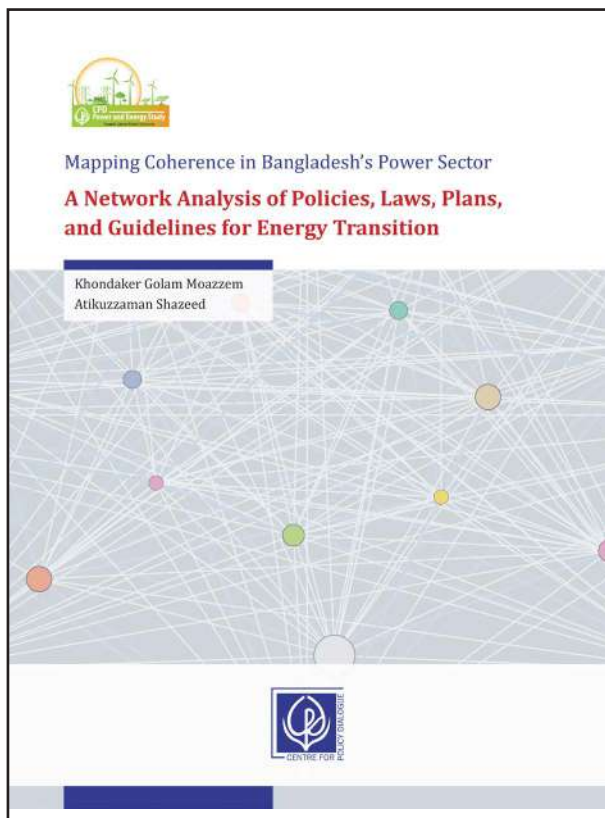
[Click to Read](#)



ADDRESSING INSTITUTIONAL CHALLENGES IN THE INVESTMENT CYCLE OF RENEWABLE ENERGY – CASE OF CHINESE OVERSEAS INVESTMENT

This report examines the barriers facing Chinese investment in Bangladesh's renewable energy sector. It finds that despite open investment policies, weak digital systems, fragmented regulations, opaque application processes, limited inter-agency coordination and sudden policy changes have reduced investor confidence. The report recommends targeted reforms, including full digitalisation, clearer communication with investors, streamlined approval procedures, stronger coordination among agencies and greater policy consistency.

[Click to Read](#)



MAPPING COHERENCE IN BANGLADESH'S POWER SECTOR – A NETWORK ANALYSIS OF POLICIES, LAWS, PLANS, AND GUIDELINES FOR ENERGY TRANSITION

This report examines how incoherence across Bangladesh's power sector policies, laws, plans and guidelines is slowing the energy transition. Using network analysis, it finds that many policy documents lack adaptability, evaluation mechanisms and clear transition-readiness features, while some continue to favour fossil fuels. The report calls for coherence audits, revision of outdated policies, stronger inter-agency coordination and clearer alignment around renewable energy priorities.

[Click to Read](#)

6. STRENGTHENING SOCIAL PROTECTION AND LABOUR REFORMS

CPD advanced policy discussion on building a more inclusive social protection system and strengthening labour rights in Bangladesh. Its work examined unemployment insurance, maternity insurance, employment injury protection, occupational safety, fair wages, trade union rights and social sustainability in industry. During 2025, CPD called for stronger legal frameworks, sustainable financing, digital worker registration, expanded insurance coverage and improved coordination among government, employers and workers. It also advocated for safer workplaces, gender equality, worker representation, reskilling and stronger protection against child and forced labour. Through dialogues, research and policy publications, CPD provided practical reform proposals to improve worker welfare, strengthen primary healthcare and support more equitable labour-market outcomes.



CPD ADVANCED DISCUSSION ON UNEMPLOYMENT INSURANCE

An in-house dialogue on '[Introduction of Unemployment Insurance in Bangladesh](#)', held on 17 November 2025, examined Bangladesh's legal and institutional readiness for an unemployment insurance scheme. CPD called for a dedicated Social Insurance Act, a centralised fund, NID-linked worker registration, stronger tripartite oversight and links between benefits, retraining and job-search support. The discussion highlighted that unemployment insurance is essential for strengthening Bangladesh's social protection system and protecting workers facing sudden job loss.



(From Left) Mr Syed Sehab Ullah Al-Manjur, CEO, Pragati Insurance Limited; Mr Md. Abdus Samad Al Azad, Joint Secretary, Administration Branch, Ministry of Labour and Employment and Dr Khondaker Golam Moazzem, Research Director at CPD.

CPD CONTRIBUTED TO A MATERNITY INSURANCE FRAMEWORK



(From Left) Professor Dr Rumana Huque, Executive Director at the ARK Foundation; Dr Silvia Popp, Project Manager of the Employment Injury Protection Scheme for Workers in the Textile and Leather Industries (EIPS) at Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH; Mr Mohammad Khaled Hasan, Additional Secretary, Coordination Wing, Cabinet Division; Dr Khondaker Golam Moazzem, Research Director at CPD and Dr Md Enamul Haque, Director General (Additional Secretary), Health Economics Unit.

The [Third Social Insurance Forum](#), held on 17 March 2025, focused on developing a framework for maternity insurance in Bangladesh. CPD examined legal gaps, discriminatory practices, global social health insurance models and financing options for maternity protection. The discussion called for an inclusive and sustainable system to reduce out-of-pocket costs, improve maternal healthcare access

and support Bangladesh's commitment to introducing maternity insurance by 2026.

CPD CALLED FOR LABOUR LAW REFORM TO EXPAND EMPLOYMENT INJURY PROTECTION

The [Fourth Social Insurance Forum](#), held on 25 June 2025, focused on scaling up the Employment Injury Scheme beyond its current pilot coverage. CPD called for urgent amendments to the Bangladesh Labour Act to make EIS mandatory, ensure employer contributions, penalise non-participation and enable digital accident reporting. The discussion also highlighted the need to include occupational diseases, strengthen rehabilitation support and expand protection across sectors.



(From Left) Dr Khondaker Golam Moazzem, Research Director at CPD; Dr Silvia Popp, Project Manager of the Employment Injury Protection Scheme for Workers in the Textile and Leather Industries (EIPS) at Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH; Mr Syed Nasim Manzur, President of LFMEAB; Mr Md. Munir Hossain Khan, DG, Central Fund, Ministry of Labour and Employment; Ms Parveen Mahmud FCA, Member of CPD's Board of Trustees; Mr Syed Sultan Uddin Ahmed, Chairman of the Workers' Rights Commission; Mr Md. Abdus Samad Al Azad, Joint Secretary, Ministry of Labour and Employment; Mr Sarwar Kamal, Deputy Secretary, Cabinet Division and Mr Fazlee Shamim Ehsan, Executive President of BKMEA.

CPD PROMOTED SOCIAL SUSTAINABILITY IN INDUSTRY



(From Left) Mr Tamim Ahmed, Senior Research Associate at CPD; Mr Avra Bhattacharjee, Additional Director, Dialogue, Communication and Outreach, CPD; Mr Abul Kalam Azad, President of the General Workers Union; Mr Ole Rosenborg Justesen, Senior Sector Advisor at the Danish Embassy; Mr Asif Ibrahim, Vice-Chairman of Newage Group of Industries; Mr Shah Abdul Tarik, Additional Director General at the Department of Labour (DoL); Mr Anders Karlsen, Deputy Head of Mission at the Danish Embassy; Mr Md Abdus Samad Al Azad, Joint Secretary at the Ministry of Labour and Employment (MoLE); Mr Syed Sultan Uddin Ahmed, Executive Director of BILS; Ms Vidya Amrit Khan, Vice President of the Bangladesh Garment Manufacturers and Exporters Association (BGMEA); Mr Md Abdul Awal, Assistant Inspector General (Safety) at DIFE; Mr Tanjim Ferdous, In-Charge of NGOs & Foreign Missions at The Daily Star; Ms Kalpona Akter, President of the Bangladesh Garment and Industrial Workers Federation (BGIWF); Mr Shakil Akhter Chowdhury, General Secretary of the Bangladesh Labour Federation (BLF) and Mr Neeran Ramjuthan, representative from the International Labour Organisation (ILO).

The roundtable '[Social Sustainability in the Industrial Sector: Current Issues and the Way Forward](#)', held on 19 November 2025, focused on workers' rights, occupational safety, just transition and social dialogue. CPD and partners highlighted the need for stronger inspection systems, transparent labour dialogue, worker representation, reskilling for automation and improved social protection. The discussion called for

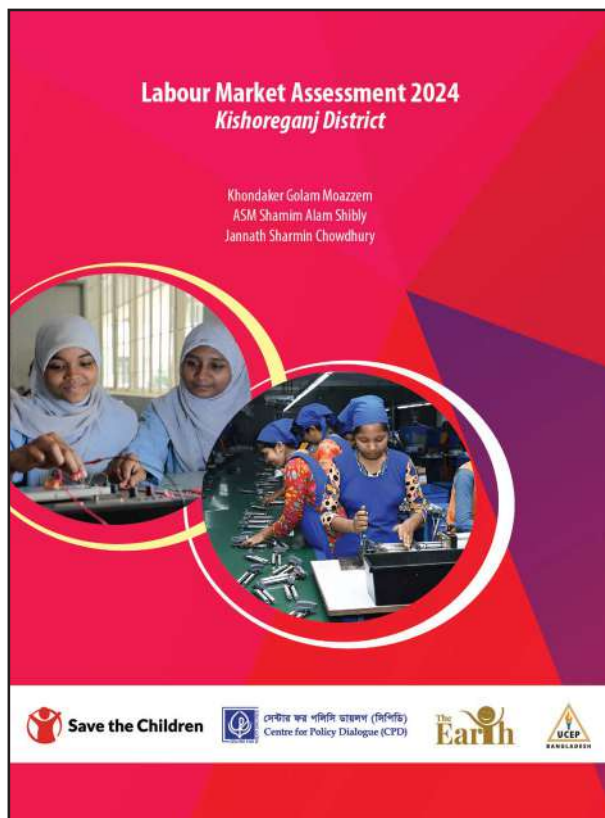
coordinated action among government, employers and workers to ensure a safer, fairer and more sustainable industrial sector.

CPD PROPOSED A REFORM AGENDA FOR WORKERS' RIGHTS

The media briefing '[Reforms in Workers' Livelihood, Workplace Safety and Rights Issues](#)', held on 12 January 2025, presented CPD's recommendations for the Labour Reform Commission. CPD called for fair wages, stronger occupational safety, unified labour laws, expanded social protection, trade union rights, gender equality, and stronger action against child and forced labour. The agenda aimed to support comprehensive reforms for safer, fairer and more inclusive workplaces. Based on this media briefing, two discussion papers were prepared in both [English](#) and [Bangla](#). The papers identified structural, institutional and operational weaknesses affecting workers' livelihoods, rights and workplace safety, and offered recommendations to improve worker welfare, strengthen labour protections and guide the interim government's reform priorities.



(From Left) Mr M Tanjim Hasan Khan, Resource Mobilisation Associate, CPD; Ms Taslima Akter Lima, President of Bangladesh Garments Sramik Sanghati; Mr Kamran T. Rahman, President of Metropolitan Chamber of Commerce and Industry (MCCI); Dr Khondaker Golam Moazzem, Research Director at CPD; Mr Syed Sultan Uddin Ahmed, Chairman of the Workers' Rights Commission; Ms Nuzhat Jabin, Programme Manager at Christian Aid Bangladesh; Mr Farooq Ahmed, Secretary-General & CEO at Bangladesh Employers' Federation and Mr Tamim Ahmed, Senior Research Associate at CPD.



LABOUR MARKET ASSESSMENT 2024 — KISHOREGANJ DISTRICT

This report assesses labour market conditions in Kishoreganj District, identifying key economic sectors, skill demand, gender-specific barriers and opportunities for employment. It examines access to vocational training, technical and soft skills needs, market linkages and value chain opportunities. The report aims to support a more inclusive, gender-sensitive and employment-oriented local labour market.

[Click to Read](#)



ENSURING UNIVERSAL HEALTH COVERAGE THROUGH PRIMARY HEALTHCARE SERVICES IN BANGLADESH

This policy brief examines Bangladesh's challenges in achieving Universal Health Coverage through stronger primary healthcare services. It highlights inadequate public health spending, rural-urban disparities, weak service quality, limited monitoring and high out-of-pocket expenditure. The brief offers recommendations to help policymakers design a more equitable and affordable health coverage framework, particularly for low-income and marginalised communities.

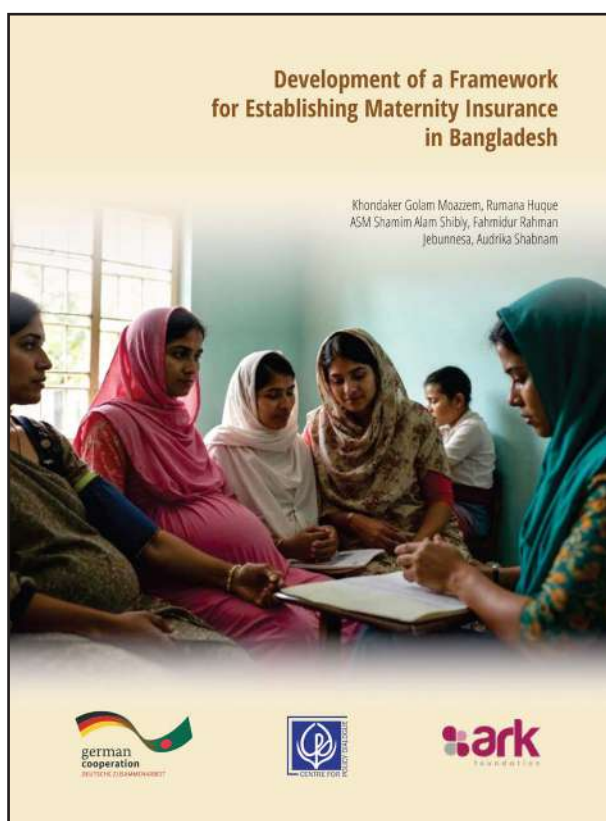
[Click to Read](#)



DEVELOPMENT OF A FRAMEWORK FOR ESTABLISHING MATERNITY INSURANCE IN BANGLADESH

This policy brief provides an evidence-based roadmap for introducing maternity insurance in Bangladesh by 2026. Aligned with the National Social Insurance Scheme and the National Social Security Strategy, it outlines institutional and policy considerations for designing a maternity insurance model suited to Bangladesh's socio-economic and healthcare context.

[Click to Read](#)



DEVELOPMENT OF A FRAMEWORK FOR ESTABLISHING MATERNITY INSURANCE IN BANGLADESH

This report presents an evidence-based framework for introducing maternity insurance in Bangladesh by 2026. It proposes a universal, mandatory and cashless model, with coverage of up to BDT 41,000 in government and NGO-based hospitals. The report recommends hybrid financing, risk pooling and phased implementation to reduce out-of-pocket costs, improve maternal health outcomes and expand equitable access, particularly for low-income and informal sector women.

[Click to Read](#)

7. GENDER EQUALITY AND SOCIAL INCLUSION

CPD advanced discussion on gender equality by examining women's unrecognised contributions to agriculture and strengthening understanding of gender-responsive budgeting. Its work in 2025 highlighted the need to value women's unpaid agricultural labour, improve gender-disaggregated statistics and incorporate women's contributions more effectively into policy. CPD also engaged journalists on national gender commitments, gender-related data and the strengths and limitations of Bangladesh's gender budgeting framework. Through research and capacity-building, CPD promoted more informed policymaking and evidence-based, gender-sensitive reporting on public finance.



CPD EXAMINED WOMEN'S UNPAID WORK IN AGRICULTURE

The expert group meeting '[Women in the Agriculture Sector of Bangladesh: How do they contribute and what is the value?](#)', held on 28 July 2025, discussed women's often unrecognised contribution to agriculture. As part of the Nagorikata: CEF Programme, CPD examined how women's unpaid agricultural labour can be valued and reflected in policy. The study aimed to support formal recognition, fairer statistics and stronger gender-responsive agricultural policies.

CPD STRENGTHENED GENDER BUDGET REPORTING



Participants at the 'Gender Equality and Gender Budgeting in Bangladesh' Workshop

The workshop '[Gender Equality and Gender Budgeting in Bangladesh](#)', held on 13 December 2025, strengthened journalists' understanding of gender-responsive budgeting. CPD discussed national gender commitments, gender-related data, and the scope and limitations of Bangladesh's

gender budgeting framework. The workshop aimed to promote more informed, evidence-based and gender-sensitive reporting on public finance.

8. YOUTH EMPOWERMENT

In 2025, CPD strengthened youth engagement in policy discourse through conferences, debates, lecture series and research focused on employment, health, technology and digital inclusion. These initiatives brought young people into discussions on skills mismatches, unemployment, the digital gender divide, healthcare and reform priorities, while creating opportunities to engage with policymakers, private sector leaders and experts. CPD also expanded policy-oriented learning through its Lecture Series on the Bangladesh Economy and examined how digital literacy and technology can improve access to education, employment and civic participation. Through these efforts, CPD sought to place youth perspectives at the centre of reform and support a more inclusive, digitally enabled future for Bangladesh.



YOUTH REPRESENTATIVES DISCUSSED REFORM AGENDAS ON EMPLOYMENT, HEALTH AND TECHNOLOGY

The conference '[Youth's Perspectives on Reforms: Employment, Health and Technology](#)', held on 21 May 2025, brought together around 300 young participants from across Bangladesh. CPD facilitated discussions on youth employment, digital skills, health technology and reform priorities. Participants highlighted skills mismatches, youth unemployment, the digital gender divide, low health spending and weak digital infrastructure.



(From Left) Mr Foqoruddin Al Kabir, Senior Research Associate at CPD; Mr Shahir Chowdhury, Founder and CEO of Shikho; Ms Alif Rudaba, Member of the National Skills Development Authority; Dr Fahmida Khatun, Executive Director of CPD; Brigadier General (ret'd) Dr M Sakawat Hossain, Labour and Employment Adviser; Mr Syed Nasim Manzur, President of the Leathergoods and Footwear Manufacturers and Exporters Association of Bangladesh (LFMEAB); Mr AKM Fahim Mashroor, CEO of bdjobs and Ms Sadia Haque, CEO and co-founder of ShareTrip Limited.

A youth parliamentary debate and exchanges with policymakers and private sector leaders underscored that youth unemployment is not just an economic issue but a social and political one, and that youth must be central to shaping a more inclusive, digitally enabled future. The conference called for updated employment policies, expanded digital literacy, innovation hubs, stronger public healthcare and greater youth participation in reform processes.



(From Left) Ms Preetilata Khondaker Huq, Programme Associate (Research) at CPD; Dr Lelin Choudhury, Public Health Expert; Dr Abu Muhammad Zakir Hossain, Member of the Healthcare Reform Commission; Barrister Rumeen Farhana, Assistant International Affairs Secretary, BNP; Dr Fahmida Khatun, Executive Director of CPD; Dr Tasnim Jara, Senior Joint Secretary of the Jatiya Nagorik Committee; Professor Liaquat Ali, Member of the Healthcare Reform Commission; Professor Rumana Haque, Economist and Professor at Dhaka University and Dr Khondaker Abdullah-Al-Mamun, Professor, Department of CSE, United International University (UIU).



YOUTH ENGAGEMENT THROUGH THE CPD LECTURE SERIES ON THE BANGLADESH ECONOMY

CPD organised the [CPD Lecture Series on the Bangladesh Economy 2025](#) on 12 and 19 July 2025 to engage undergraduate and postgraduate economics students in policy-oriented learning. The hybrid programme covered monetary policy, inflation, fiscal policy, labour market dynamics, youth employment and the external sector. Through expert-led sessions, interactive discussions and group work, CPD helped young economists connect academic knowledge with real-world policy challenges and strengthened youth participation in Bangladesh's economic discourse.



CPD officials with the participants of the lecture series



EMPOWERING THE YOUTH THROUGH TECHNOLOGY AND DIGITAL LITERACY

This policy brief examines how technology and digital literacy can empower youth and women in Bangladesh by improving access to education, employment opportunities and social participation. It identifies opportunities and challenges in adapting to the digital economy and offers recommendations to strengthen digital skills, reduce access gaps and promote more inclusive participation in technology-driven development.

[Click to Read](#)

9. REGIONAL AND INTERNATIONAL RELATIONS

CPD strengthened regional cooperation and policy exchange between Bangladesh and Nepal through dialogues held in Dhaka and Kathmandu. Its engagements in 2025 examined opportunities in trade, investment, energy cooperation, tourism, education, regional value chains, transport connectivity and climate collaboration. CPD highlighted the need to reduce tariff and procedural barriers, improve logistics, facilitate cross-border investment and deepen institutional and people-to-people ties. Through continued collaboration with the Nepal Economic Forum, CPD contributed to a more practical and forward-looking agenda for advancing mutually beneficial bilateral relations.



CPD ADVANCED BANGLADESH-NEPAL ECONOMIC COOPERATION

The roundtable '[Bangladesh-Nepal Relations: A Renewed Outlook](#)', held on 3 August 2025, explored ways to strengthen bilateral economic ties. CPD and the Nepal Economic Forum highlighted opportunities in trade facilitation, investment, energy cooperation, tourism, transport connectivity and climate collaboration. The discussion called for reducing tariff and non-tariff barriers, improving logistics, and deepening institutional and people-to-people cooperation for mutual prosperity.



(From Left) Dr Shikha Thapa Magar, Executive Director of NDRI; Professor Mustafizur Rahman, Distinguished Fellow at CPD; Mr Md Abdur Razzak, CEO of the Bangladesh Foreign Trade Institute (BFTI); H.E. Mr Ghanshyam Bhandari, Ambassador of Nepal to Bangladesh; Dr Fahmida Khatun, Executive Director of CPD; Dr Syed Muntasir Mamun, Director General at Bangladesh's Ministry of Foreign Affairs; Mr Sujeev Shakya, Chair of Nepal Economic Forum (NEF) and Ms Arya Awale, Project Coordinator, NEF.

CPD DEEPENED BANGLADESH-NEPAL POLICY EXCHANGE



CPD attending the Bangladesh–Nepal Dialogue at Katmandu

The [Bangladesh–Nepal Roundtable Dialogue](#), held in Kathmandu on 13 June 2025, continued CPD’s collaboration with the Nepal Economic Forum. The discussion focused on investment, regional value chains, energy trade, tourism, education and connectivity. CPD highlighted the

need to reduce procedural barriers, improve logistics, strengthen cross-border investment and deepen institutional cooperation to unlock the full potential of Bangladesh–Nepal relations.

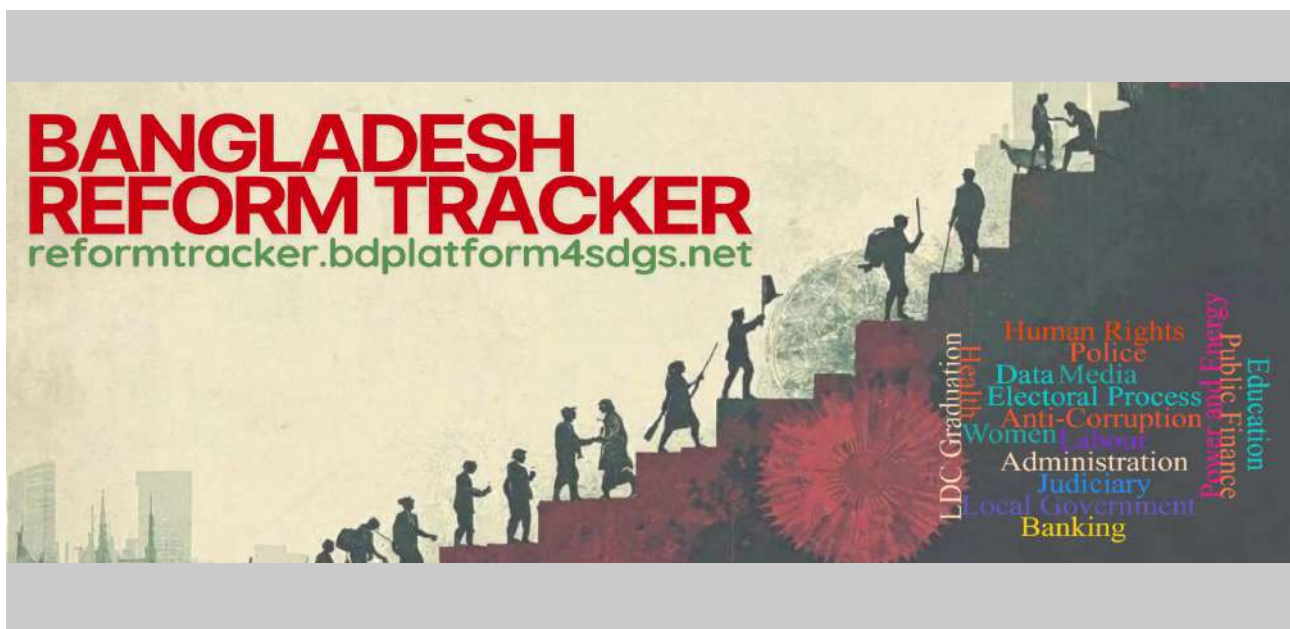
10. CITIZEN'S PLATFORM FOR SDGS, BANGLADESH

The Citizen's Platform for SDGs, Bangladesh strengthened citizen-led engagement on national reforms, democratic transition and inclusive development. Its work focused on tracking reform progress, incorporating regional and youth perspectives into the Citizen's Manifesto, safeguarding human rights and civic space, and amplifying the concerns of marginalised communities. The Platform also advanced discussion on extreme poverty, anti-discrimination legislation, equitable budgeting, gender-responsive financing, TVET reform and youth participation in SDG delivery. Through national dialogues, regional consultations and digital advocacy initiatives, it promoted greater accountability, inclusion and evidence-based policymaking.



CITIZEN'S PLATFORM IN 2025: TRACKING REFORMS, EMBEDDING VOICES AND SUPPORTING TRANSITION

Citizen's Platform for SDGs, Bangladesh strategically advanced its mandate to promote inclusive development amid evolving national and global contexts. Through a series of high-level engagements – from embedding citizen's voices into electoral debates to introducing Bangladesh Reform Watch, we share some of the activities that kept us busy throughout the year:



BANGLADESH REFORM TRACKER: ARE BANGLADESH'S REFORMS STALLING AT THE STARTING LINE?

An [online platform](#) designed to systematically track, monitor and disseminate progress on reforms across key sectors. The first phase focused on selected reform proposals in four critical areas: the Electoral System, Anti-Corruption Commission, Media and Labour. The Reform Tracker serves as a dynamic repository of policy measures, legislative actions, institutional changes, and implementation milestones, thereby promoting transparency, accountability, and evidence-based dialogue.

BANGLADESH REFORM WATCH: A CITIZEN'S INITIATIVE FOR A COUNTRY IN TRANSITION



(From Left) Dr Hossain Zillur Rahman, Chair, BBS Reform Taskforce, and Executive Chairperson, Power and Participation Research Centre (PPRC); Mr S M Saikat, Executive Director, SERAC Bangladesh; Mr Monsur Ahmed Chowdhury, Founder Trustee of Impact Foundation Bangladesh; Ms Shaheen Anam, Core Group Member, Citizens' Platform, and Executive Director, Manusher Jonno Foundation; Anu Muhammad, Eminent Economist and Former Professor, Department of Economics, Jahangirnagar University; Professor Rehman Sobhan, Chairperson, CPD; Dr Debapriya Bhattacharya, Convenor, Citizens' Platform for SDGs, Bangladesh, and Distinguished Fellow, CPD; Ms Nirupa Dewan, Former Member of the National Human Rights Commission; Ms Rasheda K Chowdhury, Core Group Member, Citizens' Platform, and Executive Director, Campaign for Popular Education (CAMPE); Dr Badiul Alam Majumdar, Chair, Electoral System Reform Commission; Dr Tofail Ahmed, Chair, Local Government Reform Commission; Mr Syed Sultan Uddin Ahmed, Chair, Labour Reform Commission, and Executive Director, Bangladesh Institute of Labour Studies (BILS); Ms Farah Kabir, Country Director, ActionAid Bangladesh and Mr Md Fazlul Hoque, Former President, BKMEA, and Managing Director, Plummy Fashions Ltd.

On 1 September 2025, Bangladesh Reform Watch was launched to ensure that reform efforts are inclusive, accountable, and citizen-driven. Marking its inauguration, leaders and key representatives from diverse citizen groups came together to reaffirm a shared commitment to an

inclusive reform agenda. The initiative seeks to strengthen accountability in the implementation of reforms while assessing the financial implications and feasibility of key socio-economic initiatives. [Click here to read more on the initiative.](#)



To anchor the Citizen's Manifesto in lived realities, Citizen's Platform organised eight regional consultations across Sylhet, Rajshahi, Barishal, Khulna, Rangpur, Mymensingh, Chattogram, and Rangamati. The consultations surfaced enduring concerns around good governance, electoral credibility, access to quality education, employment generation,

decentralisation of public resources, women's safety, climate vulnerability, and regional disparities. More than 1200 people from 32 districts were consulted in this process. The insights generated now constitute a core pillar of the Citizen's Manifesto, intended to inform political party agendas and shape post-election policy priorities.

Click on the links below to read more

[Sylhet](#) | [Rajshahi](#) | [Barishal](#) | [Khulna](#) | [Mymensingh](#) | [Rangpur](#) | [Chattogram](#) | [Rangamati](#) |

WHAT DO YOUTH VOICES DEMAND AHEAD OF THE NATIONAL ELECTION?



Citizen's Platform prioritised meaningful youth engagement in shaping national reform priorities. Fifteen youth workshops were held in public and private universities across the country, bringing together students and young professionals from diverse socio-economic and geographic backgrounds. Participants articulated shared demands for accountable governance, institutional transparency, anti-corruption reforms, quality and inclusive education, political harmony and employment-oriented skills development. These perspectives have been directly integrated into the Citizen's Manifesto, ensuring that youth aspirations remain central to the country's democratic transition. [Click here to read more](#)

STRENGTHENING NHRC FOR SAFEGUARDING HUMAN RIGHTS AND CIVIC SPACE IN BANGLADESH



Citizen's Platform has long worked to safeguard human rights and civic space, particularly for marginalised communities. With the draft National Human Rights Commission (NHRC) Ordinance 2025 now open for discussion, the Citizen's Platform convened a dialogue on 27 September 2025 to gather and consolidate diverse stakeholder perspectives, with special emphasis on civil society inputs. [Click here to read more](#)

UNDERSTANDING EXTREME POVERTY FROM THE GROUND: LIVED EXPERIENCES ACROSS BANGLADESH



Citizen's Platform supported the Centre for Policy Dialogue (CPD) in conducting multi-stakeholder consultations across Khulna, Satkhira, Sreemangal (Moulvibazar), Sunamganj, and Dhaka. These consultations were held as part of the research initiative Reaching the Furthest Behind First: A Human Rights-Based Approach to Confront Extreme Poverty in Bangladesh, which adopts a human rights and capability-based perspective to examine extreme poverty beyond income-based metrics. Focusing on female agricultural labourers, tea garden workers, climate-vulnerable populations, Dalit sanitary communities, and urban floating populations, the study explores the multidimensional challenges faced by these marginalised groups. Read more [Khulna](#) | [Satkhira](#) | [Moulvibazar](#) | [Sunamganj](#) | [Dhaka](#)

DEMOCRACY THRIVES WHEN DISCRIMINATION IS ELIMINATED: REVIVING THE ANTI-DISCRIMINATION BILL 2022

Although an Anti-Discrimination Act was drafted by the previous government under public pressure, it was never enacted due to political hesitation and conflicting interests. Citizen's Platform, in partnership with Bangladesh Legal Aid and Services Trust (BLAST), Manusher Jonno Foundation (MJF) and Naogrik Uddyog organised the discussion on 8 November 2025 to explore the opportunity for enacting a comprehensive and effective Anti-Discrimination Act. [Click here to read more](#)



NATIONAL SOLIDARITY BEGINS WITH ADDRESSING THE CONCERNS OF MARGINALISED COMMUNITIES



Citizen's Platform collaborated with the White Paper Committee 2024, formed by the current Interim Government of Bangladesh, in organising a symposium titled White Paper and Thereafter: Economic Management, Reforms and National Budget. The committee's report, [White Paper on State of the Bangladesh Economy: Dissection of a Development Narrative](#), outlined key economic concerns and policy recommendations, but questions remained regarding how the findings and recommendations would be acted upon. The day-long symposium engaged policymakers and key stakeholders ahead of the 2025–26 national budget to build consensus and outline possible action plans. [Click here to read more about the symposium](#)

DIGIWAVE: STRENGTHENING DIGITAL ADVOCACY FOR YOUTH ENGAGEMENT

Big Blue Communications, in partnership with the Citizen's Platform for SDGs, Bangladesh and with support from the Porticus Foundation, has launched DigiWave – a 15-month initiative designed to enhance the digital advocacy capacity of the Platform's partner organisations. Focusing particularly on organisations working with diverse youth communities, DigiWave will offer targeted training, real-time application opportunities, and collaborative learning to strengthen online civic engagement efforts. By building advanced digital communication skills and fostering inclusive civic spaces, this initiative aims to amplify youth voices and reinforce the Citizen's Platform's network for sustainable and inclusive development.

NATIONAL BUDGET FY2025–26: MISSED OPPORTUNITY TO PROTECT THE MARGINALISED



The Interim Government presented its first National Budget for FY2025–26. Ahead of the budget, Citizens' Platform organised a multistakeholder forum to bring together diverse voices to assess recent economic performance, review reform agendas from the White Paper and Task Force reports and identify key fiscal priorities. The discussion emphasised improving public expenditure efficiency, addressing institutional weaknesses and ensuring that the perspectives of marginalised communities were incorporated. As a follow-up, a post-budget dialogue was convened to critically examine the national budget through an LNOB lens, assessing whether it effectively addressed economic stabilisation, employment recovery and the needs of marginalised communities. Read more [Pre-budget Forum](#) | [Post-budget Dialogue](#)

VNR PROCESS NEEDS TO DELVE DEEPER INTO THE CONCERNS IMPACTING THE LEFT-BEHIND

To assess the progress on the Sustainable Development Goals (SDGs) in a new national context and ensure that the Voluntary National Review (VNR) process is inclusive and nationally representative, Citizen's Platform; Office of the Principal Coordinator for SDG Affairs; Chief Adviser's Office, Government of Bangladesh; and the United Nations Development Programme (UNDP), Bangladesh, jointly convened a national dialogue and two dedicated discussions—one with leading business leaders and another with around 100 diverse youth representatives. [Read more](#)



ADVANCING BANGLADESH THROUGH STRATEGIC NEGOTIATION



To effectively navigate discussions at the Fourth International Conference on Financing for Development (FfD4), Bangladesh must adopt a strategic and proactive approach to secure its interests. In preparation, the Ministry of Foreign Affairs, Government of Bangladesh and Citizen's Platform jointly organised a stakeholder consultation to gather insights to guide the country's negotiations during the 3rd Prep-Com meeting. [Click here to read more](#)

BUDGETING FOR EQUITY IN BANGLADESH'S FFD4 OUTCOMES



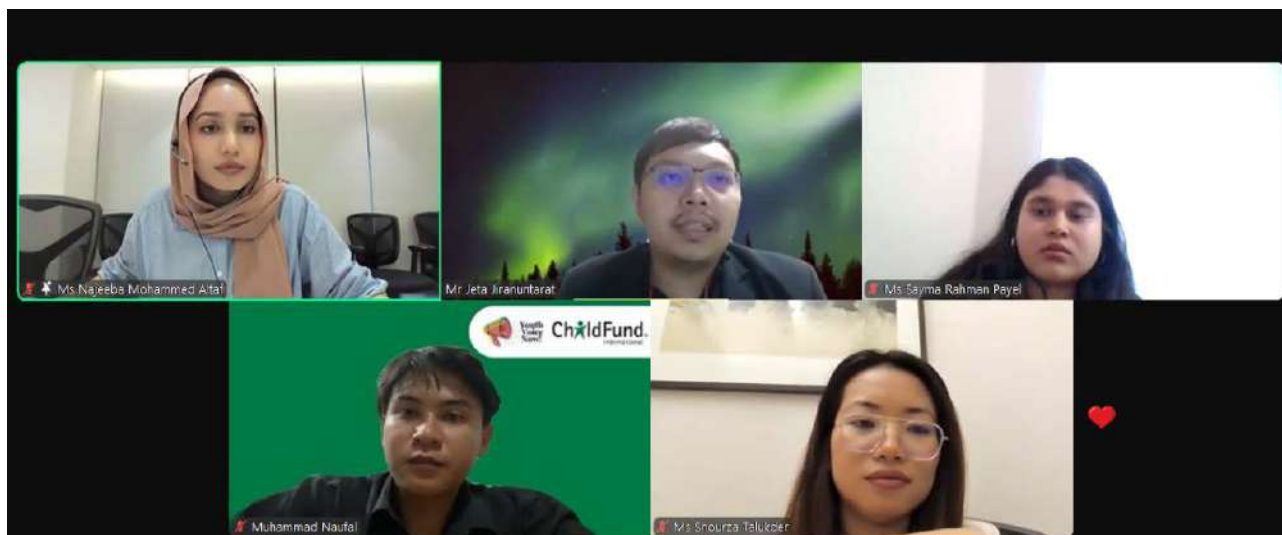
Building on Bangladesh's preparation for FfD4, and ahead of the country's FY2025–26 National Budget, Citizen's Platform, in collaboration with UN Women Bangladesh, convened a dialogue on Advancing Gender-Responsive Budgeting. The discussion underscored gender-responsive budgeting (GRB) as a critical instrument for inclusive and equitable development and highlighted the importance of embedding gender perspectives into fiscal planning to strengthen social protection, enhance service delivery, and ensure that development gains are accessible to all. [Click here to read more](#)

NEED FOR A HIGH-LEVEL COMMITTEE FOR TVET SECTOR PERSISTS



In April of this year, students nationwide protested for the reform of the Technical and Vocational Education and Training (TVET) sector. In response, Citizen's Platform organised a media briefing addressing the current situation and suggesting potential policy measures. The briefing presented findings from a social audit and subnational dialogues in Panchagarh, Sunamganj and Satkhira, as well as a national conference in Dhaka. [Click here to read more](#)

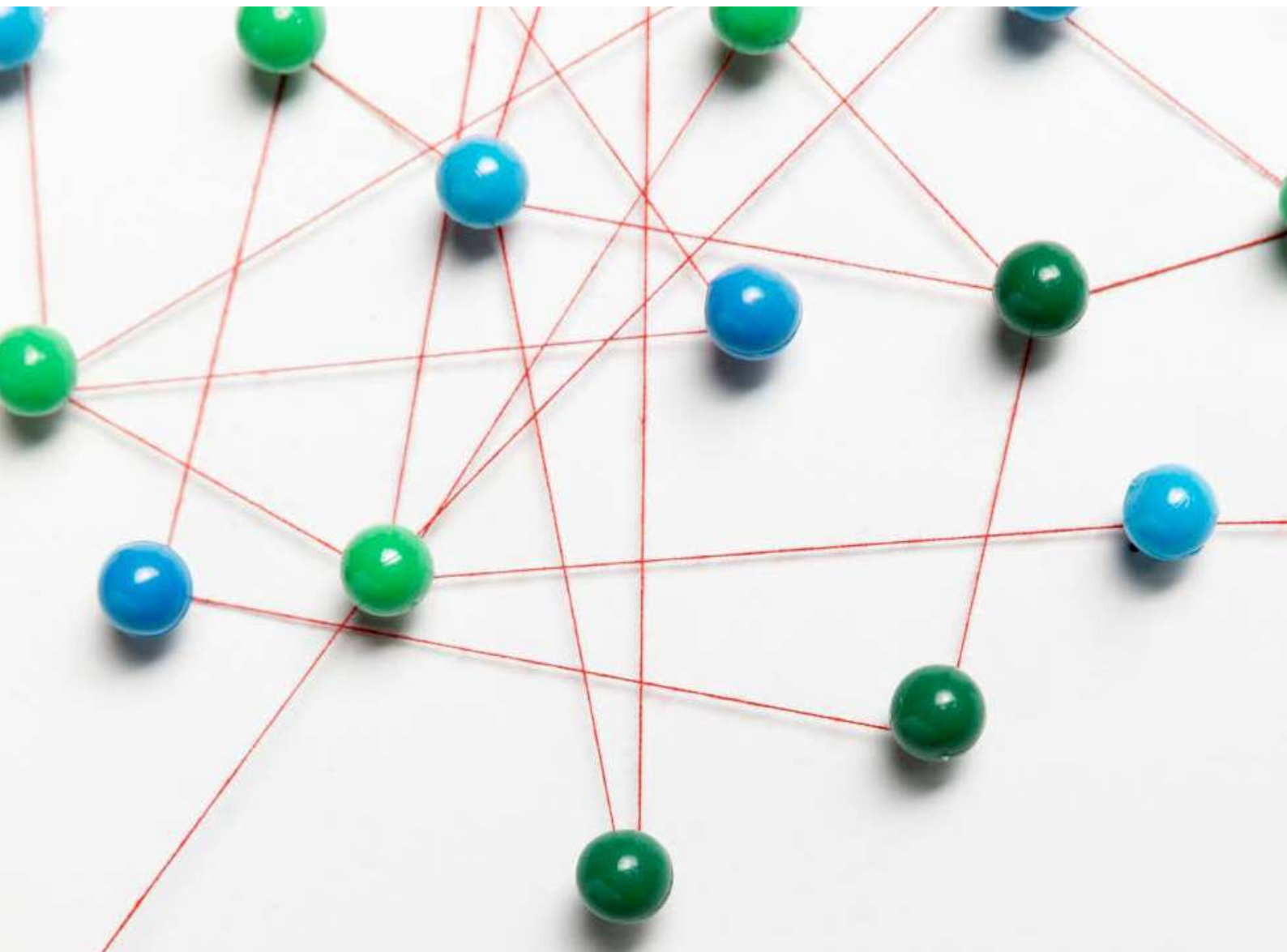
EMPOWERING YOUTH TO ACCELERATE SDG DELIVERY IN THE ASIA AND THE PACIFIC



Citizen's Platform hosted a virtual side event of the 12th Asia-Pacific Forum for Sustainable Development (APFSD) titled NextGen Partnerships: Empowering Youth to Accelerate SDG Delivery. The session brought together five distinguished speakers from across Asia-Pacific region, featuring four youth leaders and a government representative, offering a balanced mix of ground realities and institutional perspectives. [Click here to read more](#)

11. SOME MORE NOTABLE INITIATIVES

CPD advanced policy discussions on emerging challenges affecting urban mobility, education and the future of work. It called for safer and better-regulated electric three-wheelers, stronger licensing and registration systems, and improved coordination among transport authorities. CPD also highlighted the long-term economic and social costs of learning losses and advocated for increased education spending, stronger foundational skills and more inclusive learning environments. Through a foresight workshop held in 2025, CPD further examined how automation, demographic change, LDC graduation and digital economies may reshape employment, with particular attention to youth, women and persons with disabilities.



CPD CALLED FOR REGULATING ELECTRIC THREE-WHEELERS

CPD organised the discussion '[Integrating Electric Three-Wheelers into Urban Transport Network: Challenges and Way Forward](#)' on 22 December 2025. The session highlighted how the unplanned growth of electric three-wheelers is affecting urban transport, public safety, health and the environment. CPD called for banning lead-acid batteries, introducing safer battery technologies, creating dedicated routes for low-speed vehicles, strengthening licensing and registration, and improving coordination among transport authorities to integrate electric three-wheelers into a regulated urban mobility system.



(From Left) Dr Asif-Uz-Zaman Khan, Professor, Department of Urban and Regional Planning, BUET; Mr Khalequzzaman Lipon, Convener, Rickshaw, Battery-Powered Rickshaw-Van, and Easy Bike Sangram Parishad; Ms Neelima Akhter, Executive Director (Additional Secretary), Dhaka Transport Coordination Authority (DTCA); Dr Khondaker Golam Moazzem, Research Director at CPD; Mr Kabir Ahamed, Chief (Additional Secretary), Physical Infrastructure Division, Bangladesh Planning Commission; Mr Mohammad Shahidullah, Director (Engineering), Engineering Wing, Bangladesh Road Transport Authority (BRTA) and Mr Md. Sayed Abdul Baqi, Executive Engineer (Training), Bangladesh Industrial Technical Assistance Center (BITAC).

CPD CALLED FOR ACTION TO PREVENT EDUCATION LOSSES



Dr Manzoor Ahmed, Emeritus Professor at BRAC University; Dr Md Zulfekar Haider, Director General of NAEM and other distinguished guests were also present at the discussion.

The roundtable on UNESCO's [The Price of Inaction report](#), held on 6 November 2025, highlighted the severe economic and social costs of children not learning. Organised by the National Academy for Educational Management (NAEM), the United Nations Educational, Scientific and

Cultural Organization (UNESCO) Dhaka and CPD, the discussion called for higher education spending, stronger foundational literacy and numeracy, improved teacher capacity, inclusive learning environments and expanded skills training to protect Bangladesh's long-term development.

CPD EXPLORED THE FUTURE OF WORK IN BANGLADESH



Participants of the workshop

CPD organised the scenario-building workshop [Life After Life: Future of Work in Bangladesh](#) on 8–9 August 2025 under a foresight study with the International Development Research Centre (IDRC) and LIRNEasia.

The workshop brought together experts and practitioners to examine how automation, LDC graduation, demographic shifts, and digital and platform economies may shape

jobs by 2035. Participants developed possible employment scenarios and assessed risks and opportunities for youth, women and persons with disabilities, contributing to policy thinking for a more inclusive and resilient labour market.

12. CAPACITY BUILDING

CPD strengthened the next generation of policy analysts through targeted research and learning initiatives. The [62nd Young Scholars Seminar Series](#), held on 21 September 2025, featured research on cash incentives and demonetisation. Young researchers examined the effectiveness of remittance incentives in formalising inflows and the limitations of demonetisation in addressing counterfeit currency. The session highlighted the need for sustained policy approaches and further research on long-term economic impacts.

CPD SHOWCASED YOUNG RESEARCH ON ECONOMIC POLICY



(From Left) Ms Anindita Islam, Programme Associate (Research), CPD and Mr Md. Imran Nazir, Programme Associate (Research), CPD.

13. CPD SOCIAL EVENTS

Beyond research and dialogue, the CPD family made time in 2025 to relax, celebrate and connect with one another. Colleagues spent a retreat at BRAC CDM in Gazipur, enjoying games, conversations and time away from everyday routines. At the office, CPD marked International Women's Day with reflections and celebrations led by staff, and gathered for its annual iftar and dinner with Board members. Birthdays of colleagues were also celebrated together, while a relaxed fruit feast turned the dining room into a space for shared laughter, stories and seasonal flavours, reinforcing the sense of community that supports CPD's work.



(From Left) Dr Asif-Uz-Zaman Khan, Professor, Department of Urban and Regional Planning, BUET; Mr Khalequzzaman Lipon, Convener, Rickshaw, Battery-Powered Rickshaw-Van, and Easy Bike Sangram Parishad; Ms Neelima Akhter, Executive Director (Additional Secretary), Dhaka Transport Coordination Authority (DTCA); Dr Khondaker Golam Moazzem, Research Director at CPD; Mr Kabir Ahamed, Chief (Additional Secretary), Physical Infrastructure Division, Bangladesh Planning Commission; Mr Mohammad Shahidullah, Director (Engineering), Engineering Wing, Bangladesh Road Transport Authority (BRTA) and Mr Md. Sayed Abdul Baqi, Executive Engineer (Training), Bangladesh Industrial Technical Assistance Center (BITAC).

14. GOVERNANCE AND INTERNAL MANAGEMENT

BOARD OF TRUSTEES (BOT)

The highest body in CPD's governance structure is the Board of Trustees (BoT). The Board, with the support of an Executive Committee (comprising BoT's Member Secretary and the Treasurer), is entrusted to provide the overall guidance to the activities of CPD.

Chair of the Board

Professor Rehman Sobhan

Chairman, CPD; Former Director General, BIDS and
Former Member (Minister), President's Advisory Council

Khushi Kabir

Coordinator, Nijera Kori

Nobel Laureate Muhammad Yunus

Former Hon'ble Chief Adviser, Interim
Government of Bangladesh

M Syeduzzaman

Former Finance Minister

Advocate Sultana Kamal

Chairperson, TIB Board of Trustees; Former
Executive Director, Ain o Salish Kendra
and Former Advisor to the Caretaker
Government

Dr Debapriya Bhattacharya

Distinguished Fellow, CPD and Former
Ambassador and Permanent Representative
of Bangladesh to the WTO and UN Offices in
Geneva

Rasheda K Choudhury

Executive Director, CAMPE and Former
Advisor to the Caretaker Government

Dr Shahdeen Malik

Advocate, Supreme Court of Bangladesh
and Honorary Director, Bangladesh Institute
of Law and International Affairs (BILIA)

Parveen Mahmud FCA

Chairperson, Board of Governors, RDRS
Bangladesh

Professor Mustafizur Rahman

Distinguished Fellow, Centre for Policy
Dialogue (CPD)

Professor Rounaq Jahan

Distinguished Fellow, Centre for Policy
Dialogue (CPD)

Syed Nasim Manzur

Managing Director, Apex Footwear Limited

Sumaiya Khair, PhD.

Professor, Department of Law, University of
Dhaka

Dr Fahmida Khatun

(Member Secretary: BoT), Executive
Director, Centre for Policy Dialogue (CPD)

MANAGEMENT AND IMPLEMENTATION COMMITTEE (MIC)

The MIC is mandated with the task of overall supervision, monitoring and decision-making regarding the day-to-day operations and administrative affairs of CPD. A total of 12 MIC meetings were held in 2025.

Dr Fahmida Khatun

Executive Director

Mr Towfiqul Islam Khan

Additional Director, Research

M Shafiqul Islam

Director, Administration & Finance

Mr Uttam Kumar Paul

Additional Director, Finance

Dr Khondaker Golam Moazzem

Research Director

Mr Avra Bhattacharjee

Additional Director

Dialogue Communication and Outreach

RESEARCH MANAGEMENT COMMITTEE (RMC)

The RMC monitors progress in research work, designs and implements strategic coordination among various research programmes and activities, and discusses CPD's research proposals. The RMC is chaired by CPD's Research Director and comprises all mid- to senior-level researchers. Two RMC meetings were held in 2025.

REVIEW, CO-ORDINATION AND PLANNING (RECAP)

The ReCAP is the discussion platform of all CPD staff on issues pertaining to any institutional activity and/or matter. In 2025, three ReCAP meetings were held.

STAFF LIST

(AS OF 31ST DECEMBER 2025)

1. Professor Rehman Sobhan, Chairman
2. Dr Fahmida Khatun, Executive Director
3. Dr Debapriya Bhattacharya, Distinguished Fellow
4. Professor Mustafizur Rahman, Distinguished Fellow
5. Mr M Shafiqul Islam, Director, Administration & Finance
6. Dr Khondaker Golam Moazzem, Research Director
7. Mr Uttam Kumar Paul, Additional Director, Finance
8. Mr Avra Bhattacharjee, Additional Director – Dialogue Communication and Outreach
9. Mr Towfiqul Islam Khan, Additional Director, Research
10. Mr A H M Ashrafuzzaman, Joint Director – IT
11. Mr Md. Mamun-ur-Rashid, Joint Director – HR & Administration
12. Mr Muntaseer Kamal, Research Fellow
13. Mr Md. Sarwar Jahan, Deputy Director – Web
14. Mr Md Abdul Quddus, Senior Administrative Associate
15. Ms Tarannum Jinan, Senior Administrative Associate
16. Mr Md. Sadaf Islam, Senior Finance and Accounts Associate
17. Mr Abu Saleh Md. Shamim Alam Shibly, Senior Research Associate
18. Mr Tamim Ahmed, Senior Research Associate
19. Mr Md Samiul Mannan, Senior Finance and Accounts Associate
20. Ms Helen Mashiyat Preoty, Senior Research Associate
21. Ms Najeeba Mohammed Altaf, Senior Research Associate
22. Mr Foqoruddin Al Kabir, Senior Research Associate
23. Mr Md. Hasibur Rahman, Senior Finance and Accounts Associate
24. Ms Tasfia Kabir Meem, Senior Associate – Internal Audit
25. Ms Mamtajul Jannat, Senior Research Associate
26. Ms Shourza Talukder, Senior Research Associate
27. Mr S M Khalid, Senior Dialogue & Communication Associate
28. Mr H M Al Imran Khan Raton, Publication Associate
29. Mr Sohel Rana, Front Desk Officer
30. Mr Md Rifat Bin Aowlad, Dialogue Associate
31. Ms Ema Akhter, Dialogue Associate
32. Ms Zarin Tasnim, Executive Associate
33. Ms Naima Jahan Trisha, Research Associate
34. Mr Md Jaouadul Karim, Monitoring and Evaluation Associate
35. Ms Nahian Raihana Prapti, Dialogue Associate

36. Mr Asir Newaz Khan, Research Associate
37. Ms Afrin Mahbub, Research Associate
38. Ms Sanjana Khondaker, Research Associate
39. Ms Sadia Afrin, Research Associate
40. Mr Md Mehadi Hasan Shamim, Research Associate
41. Mr Abrar Ahammed Bhuiyan, Research Associate
42. Ms Sumiya Rahman, Research Associate
43. Mr Md. Shaiful Hassan, Programme Associate (DTP)
44. Ms Preetilata Khondaker Huq, Programme Associate
45. Ms Maisha Sadia, Programme Associate
46. Ms Anindita Islam, Programme Associate
47. Ms Ayesha Suhaima Rab, Programme Associate
48. Mr Khaled Al Faruque, Programme Associate
49. Mr Md. Imran Nazir, Programme Associate
50. Mr Atikuzzaman Shazeed, Programme Associate
51. Mr Sami Mohammed, Programme Associate
52. Ms Tanbin Alam Chowdhury, Programme Associate
53. Ms Maliha Rahman, Programme Associate
54. Ms Sabiha Sharmin, Programme Associate
55. Mr Md Takrim Hossain, Programme Associate
56. Mr Sayed Arafat Zubayer, Programme Associate
57. Ms Nishat Tasnim Nishu, Programme Associate
58. Ms Maleehah Sabah Ali, Programme Associate
59. Ms Marioum Akter Mou, Programme Associate
60. Mr Md. Khalid Mahmud, Programme Associate
61. Ms Rukaiya Islam, Programme Associate
62. Ms Mahdia Mahmud Taima, Programme Associate
63. Ms Atiha Tasnim, Programme Associate
64. Mr Jubair Zahir Chowdhury, Programme Associate
65. Mr Khawja Masham Fahim, Programme Associate
66. Mr Md. Harunur Rashid, Junior Administrative Associate
67. Mr Anisuzzaman, Driver
68. Mr Mohammad Selim Sarder, Driver
69. Mr Md Yeahia, Driver
70. Mr Abul Kashem, Driver
71. Mr Md Salauddin, Driver
72. Mr Md. Hasan, Driver
73. Mr Kawsar Alam, Messenger Cum Office Assistant
74. Mr Liton Miah, Office Assistant
75. Mr Sonjoy Das, Office Assistant

- 76. Mr Md. Rakibul Islam, Office Assistant
- 77. Mr Mijanur Rahaman, Maintenance Assistant
- 78. Mr Md. Shalim Mia, Cleaner
- 79. Mr Md. Rone, Office Assistant
- 80. Ms Nilufa Begum, Cook
- 81. Ms Rashida Begum, Cleaner
- 82. Ms Rashida Begum, Assistant Cook

FINANCIAL AFFAIRS

Centre for Policy Dialogue
Independent Auditors' report and Audited
Financial Statements
As at and for the year ended 30 June 2025

Hoda Vasi Chowdhury & Co

Chartered Accountants

Independent Auditor's Report to the Board of Trustee of Centre for Policy Dialogue (CPD)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Centre for Policy Dialogue (CPD), which comprise the statement of financial position as at 30 June 2025, and statement of profit or loss and other comprehensive income, statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the CPD as at 30 June 2025, and of its financial performance and its cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB) as explained in note 3.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the CPD in accordance with the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* (IESBA Code), as applicable to audits of financial statements of public interest entities, together with the ethical requirements that are relevant to audits of the financial statements of public interest entities in Bangladesh. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation of the financial statements that give a true and fair view in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB) as explained in note 3, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the CPD's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the CPD or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the CPD's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- . Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- . Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the CPD's internal control
- . Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- . Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the CPD's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the CPD to cease to continue as a going concern.
- . Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Sabbir Ahmed FCA, Partner

ICAB Enrolment no: 770

Hoda Vasi Chowdhury & Co

Chartered Accountants

Firm Enlistment No: CAF-001-057

Dhaka, 14 May 2026

DVC No: 2605140770AS111612

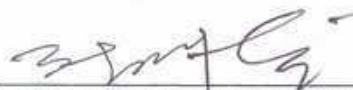


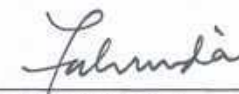
**Centre for Policy Dialogue
Statement of financial position
As at 30 June 2025**

	Notes	30-June-2025 BDT	30-June-2024 BDT
Assets			
Non-current assets			
Property, plant and equipment	4	179,718,445	179,231,485
Security deposits	5	456,043	2,891,829
Total non-current assets		180,174,488	182,123,314
Current assets			
Advances, deposits and prepayment	6	19,140,171	15,691,720
Accounts and other receivables	7	623,062	4,854,309
Cash and cash equivalents	8	232,520,707	208,457,763
Total current assets		252,283,940	229,003,791
Total assets		432,458,428	411,127,105
Funds and liabilities			
Funds			
Staff welfare fund		5,360,541	5,361,201
Accumulated fund	9	223,818,090	223,818,090
Funds balance		229,178,631	229,179,291
Current liabilities			
Fund received in advance	10	86,787,925	89,861,362
Liability for expenses	11	53,398,441	27,588,674
Accounts payable	12	63,093,431	64,497,779
Total current liabilities		203,279,797	181,947,815
Total liabilities		203,279,797	181,947,815
Total funds and liabilities		432,458,428	411,127,105

These financial statements should be read in conjunction with annexed notes.

For and on behalf of Board of Trustees of Centre for Policy Dialogue


Director (Administration & Finance)


Executive Director
See annexed report of the date



Sabbir Ahmed FCA, Partner
ICAB Enrolment No: 770
Hoda Vasi Chowdhury & Co
Chartered Accountants

Dhaka, 14 May 2026
DVC: 2605140770AS111612



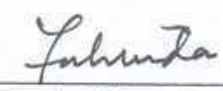
Centre for Policy Dialogue
Statement of profit or loss and other comprehensive income
For the year ended 30 June 2025

	Notes	2024-2025 BDT	2023-2024 BDT
Income			
Grants from domestic and external sources	13	303,254,918	270,722,216
Other income	14	18,122,880	11,618,297
Total income (a)		321,377,799	282,340,513
Expenditure			
Projects expenditure	15	173,407,479	173,844,962
Salary and allowances	16	119,264,328	80,928,836
Depreciation		8,638,007	10,727,632
In house meeting expense		3,649,094	3,593,647
Vehicle fuel and maintenance		1,919,423	1,946,190
Repairs and maintenance		1,952,885	1,932,475
Utilities		1,482,604	1,439,221
Publication and dissemination		592,112	854,864
Postage, telephone and fax		1,098,592	795,455
Printing and stationery		1,457,015	767,099
Security charges		994,483	678,735
Professional and audit fees	17	310,500	423,580
Travelling and conveyance		593,655	483,914
Bank charges		463,246	488,025
Training, recruitment and development		166,054	217,213
Newspapers and periodicals		404,530	314,090
Total expenditure (b)		316,394,007	279,435,938
Excess of expenditure over income before tax (a-b)		4,983,792	2,904,574
Income tax expense		4,983,792	2,904,574
Excess of expenditure over income after tax		-	-

These financial statements should be read in conjunction with annexed notes.

For and on behalf of Board of Trustees of Centre for Policy Dialogue


Director (Administration & Finance)


Executive Director
See annexed report of the date

Dhaka, 14 May 2026
DVC: 2605140770AS111612

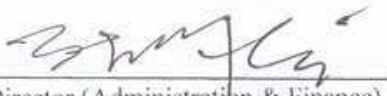

Sabbir Ahmed FCA, Partner
ICAB Enrolment No: 770
Hoda Vasi Chowdhury & Co
Chartered Accountants

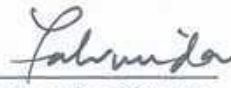


**Centre for Policy Dialogue
Statement of cash flows
For the year ended 30 June 2025**

	2024-2025 BDT	2023-2024 BDT
A. Cash flows from operating activities		
Surplus for the year	-	-
Adjustment of non-cash items :		
Depreciation	8,636,654	10,727,632
	<u>8,636,654</u>	<u>10,727,632</u>
Changes in working capital components:		
Increase/(decrease) in current assets -		
Advances	(3,448,451)	120,336
Receivables	4,231,247	855,348
Security deposits	2,435,786	-
	<u>3,218,582</u>	<u>975,684</u>
Increase/(decrease) in current liabilities -		
Liability for expenses	25,809,768	8,500,380
Accounts payable	(1,404,348)	11,910,387
Staff welfare fund	(660)	(7,200)
Staff gratuity fund	-	-
	<u>24,404,759</u>	<u>20,403,567</u>
Cash generated from/ (used in) operations	24,404,759	20,403,567
Income tax paid	-	-
Net cash from/ (used in) operating activities	<u>36,259,995</u>	<u>32,106,883</u>
B. Cash flows from investing activities		
Acquisition of property, plant and equipment	(9,167,883)	(2,850,052)
Disposal of property, plant and equipment	44,269	28,307
Net cash from/ (used in) investing activities	<u>(9,123,614)</u>	<u>(2,821,745)</u>
C. Cash flows from financing activities		
Accumulated fund	-	-
Fund received in advance	(3,073,437)	84,508,851
Net cash from/ (used in) financing activities	<u>(3,073,437)</u>	<u>84,508,851</u>
Net changes in cash and cash equivalents (A+B+C)	24,062,944	113,793,989
Opening cash and cash equivalents	208,457,763	94,663,774
Closing cash and cash equivalents	<u>232,520,707</u>	<u>208,457,763</u>

For and on behalf of Board of Trustees of Centre for Policy Dialogue


Director (Administration & Finance)


Executive Director

**Centre for Policy Dialogue
Notes to the financial statements
For the year ended 30 June 2025**

1. Background

Centre for Policy Dialogue (CPD) was established under a deed of trust dated 16 November 1993 (here-in-after referred to as the Trust). The Trust was registered as a non-government organization with the NGO Affairs Bureau, Prime Minister's Office, Government of Bangladesh on 08 March 1995, vide registration number 918. Subsequently the organisation has renewed the permission and latest renewal was taken on 29 December 2019 with effect from 08 March 2020 to 07 March 2030. The registered office of CPD is located at House # 40/C, Road No 32, Dhanmondi R/A, Dhaka 1209. The primary objective of CPD is to create an environment for public discussion of important national policy issues with a view to build a broad support for such policies. The other objectives of the organization are to work on:

- making people of Bangladesh aware of issues affecting their lives and future;
- discussion of important national policy issues with a view to build broad based support for such policies;
- organising periodical policy dialogues through the workshops, seminars and conferences at the national and international levels and to disseminate the outcomes of such dialogues to audience through the media and dialogues at the local and grass root levels, etc.

2. Basis of preparation

2.1 Basis of accounting

These financial statements are prepared under historical cost convention in accordance with the recognition and measurement principles outlined in International Financial Reporting Standards (IFRSs) applicable for a Non-Governmental and not-for-profit organization like CPD. Wherever appropriate, such principles are explained in the succeeding notes. The enclosed financial statements are the consolidation of CPD and its projects. The accounts of the projects are separately audited wherever necessary as per requirement of donors and/or NGO Affairs Bureau in relevant cases. These financial statements are prepared only for the use of the Board of Trustees of CPD.

2.2 Functional and presentational currency and level of precision

These financial statements have been presented in Bangladeshi Taka (Taka/Tk/BDT), which is both the functional and presentation currency of the company. All financial information presented in taka have been rounded off to the nearest integer, unless otherwise indicated.

2.3 Reporting period

The financial statements of the CPD cover a financial year starting from 1 July 2024 to 30 June 2025.

2.4 Components of these financial statements

Following are the components of these financial statements:

- (i) Statement of financial position as at 30 June 2025;
- (ii) Income and expenditure statement for the year ended 30 June 2025;
- (iii) Statement of cash flows for the year ended 30 June 2025 and;
- (iv) Notes to financial statements for the year ended 30 June 2025.

2.5 Use of estimates and judgements

The preparation of financial statements in accordance with IFRSs requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of income and expenses. Although those estimates are based on management's based knowledge current event and actions the CPD may undertake in the future, actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions of accounting estimates are given prospective effect in the financial statements as required by IAS 8: "Accounting Policies, Changes in Accounting Estimates and Errors".

2.6 Events after reporting period

Events after reporting period that provide additional information about the company's position at the balance sheet date are reflected in the financial statements. Events after the reporting period that are not adjusting events are disclosed in the notes when material.

3. Significant accounting policies

- A. Statement of cash flows
- B. Property, plant and equipment
- C. Financial instruments
- D. Revenue recognition policy
- E. Gratuity fund
- F. Provident fund
- G. Receivables

A. Statement of cash flows

The statement of cash flows has been prepared in accordance with the requirements of IAS 7: "Statement of Cash Flows". Cash and cash equivalents comprise cash in hand and demand deposits, together with short-term, highly liquid investments that are readily convertible to a known amount of cash, and that are subject to an insignificant risk of changes in value. An investment normally meets the definition of a cash equivalent when it has a maturity of three months or less from the date of acquisition.

B. Property, plant and equipment

i) Initial measurement and recognition

Property, plant and equipment (PPE) is recognized as an asset if it is probable that future economic benefits associated with the asset will flow to the entity and the cost of the item can be measured reliably. These are shown at cost less accumulated depreciation.

ii) Depreciation policy

Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted, if requires. There has been no change in estimate from last year. Land is not depreciated. No depreciation was charge for the year as the building is part into use at the end of the year. Depreciation is charged from the month of acquisition of property, plant and equipment on straight-line method and not charged in the month of disposal. The rates of depreciation on various categories of assets are as under:

Category of asset	Rate of depreciation (%)
Building	5
Furniture and fixtures	10
Office equipment	25
Other equipment	25
Motor vehicles	20
Office renovation	20

iii) Retirement and disposals

An asset is derecognised on disposal or when no future economic benefits are expected from its use and subsequent disposal. Gains or losses arising from the retirement or disposal of an asset is determined as the difference between the net disposal proceeds and the carrying amount of the asset and is recognised as gain or loss from disposal of asset in profit or loss.

iv) Subsequent expenditure

Subsequent expenditure is capitalized only if it is probable that future economic benefits associated with expenditure will flow to the organization and its costs can be measured reliably. The costs of the day-to-day servicing of property, plant and equipment are recognized in profit or loss as incurred.

v) Capital works-in-progress

Capital works-in-progress represents the cost incurred for acquisition and /or construction of items of property, plant and equipment that are not ready for use which measured at cost. These are transferred to the property plant and equipment on the completion of the projects.

C. Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

D. Revenue recognition policy

i) Grants and other income

The project follows the guideline as stated in IAS 20: Accounting for Government Grants and Disclosure of Government Assistance, in respect to grant income recognition i.e. grants shall be recognised in the income and expenditure statement on a systematic basis over the periods throughout which the associated costs of the grant can be matched, as these costs are being compensated by the grant.

Other income including interest on fixed deposits, interest on savings account, forfeited contribution (provident fund) and other miscellaneous income are recognised on cash basis.

ii) Fund received in advance

CPD allocates some of its expenses on a functional basis among its various programs and support services. Expenses that are identifiable for a specific program and support service are directly charged according to their nature of expenditure at actual basis. Other program expenses and administrative expenses those are common to various functions are allocated on pro-rata basis as per approved budget based on the values of their functions before allocation.

E. Gratuity fund

CPD service rules provide payment of gratuity to each employee at the end of his/her service period calculated at the rate of one and half (3 years but upto 10 years) or two (10 years and above) month's last drawn basic pay times number of completed years of service. The employees who have completed three years of service with CPD is entitled to get this benefit. The fund is a recognised gratuity fund under the provision of part C of the first schedule of the Income Tax Ordinance 1984 (subsequently repealed by Income Tax Act 2023) vide reference no. 08.01.0000.035.02.399.20/108 dated 21 March 2021.

F. Provident fund (PF)

As per decision of management and implementation committee of CPD dated 26 August 2007, a contributory provident fund was introduced for its employees where both the employer and employees will contribute to the fund @ 10% of basic salary. This will be effective from the date of joining of respective employee. The fund is a recognised provident fund under the provision of part B of the first schedule of the Income Tax Ordinance 1984 (subsequently repealed by Income Tax Act 2023) vide reference no. P-18/Ain/Ka-5/2009-2010/987 dated 17 August 2009.

G. Receivables

Receivables are recognized when there is an executed contract with the donor(s) and the amount is not received within the contract period.

Annexure-I

Centre for Policy Dialogue (CPD)
Details of property, plant and equipment
As at 30 June 2025

Asset category	Cost			Rate	Accumulated depreciation			Written down value at 30 June 2025
	Balance at 1 July 2024	Addition during the year	Disposal/ adjustment		Up to 1 July 2024	Charge for the year	Disposal/ adjustment	
	BDT	BDT	BDT		BDT	BDT	BDT	BDT
Land	110,877,025	-	-	0%	-	-	-	110,877,025
Building	62,503,834	369,375	-	5%	6,244,383	3,134,426	-	53,494,400
Furniture and fixtures	4,973,028	473,381	112,290	10%	2,496,570	434,360	105,521	2,508,710
Office equipment	14,456,315	202,200	776,849	25%	13,467,699	858,003	776,849	13,548,853
Other equipment	10,241,120	53,890	-	25%	9,452,385	657,392	-	185,233
Motor vehicles	15,324,130	7,996,000	2,982,500	20%	8,793,980	2,615,184	2,945,000	11,873,466
Office renovation	5,468,441	73,037	-	20%	4,157,391	937,289	-	446,798
Total 2025	223,843,892	9,167,883	3,871,639		44,612,407	8,636,654	3,827,370	179,718,445
Total 2024	225,476,180	2,850,052	4,482,340		38,338,808	10,727,632	4,454,033	179,231,485